



## WORKFORCE PLANNING AND DEVELOPMENT

CONTINUITY OF OPERATIONS • RECRUITMENT • ENGAGEMENT • RETENTION • DEVELOPMENT

# AGENCY STRATEGY



## INSTRUCTIONAL GUIDE

*UPDATED: AUGUST 2022*

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# 1.0 Workforce Planning Background

In 2017, the Virginia General Assembly created a legislative mandate ([§ 2.2-1209. Agency director human resource training and agency succession planning](#)) which requires the director of each agency in the executive branch of state government include in the agency's annual strategic plan its key workforce planning issues. DHRM's charge is to establish guidelines for the content of such workforce and succession plans.

Since then, DHRM has provided various tools and an Excel based Workforce Planning and Development report template to guide agencies on what workforce planning information to evaluate and include.

In 2022, DHRM has focused on realigning the strategy to workforce planning that incorporates a more holistic approach and focuses on the areas of continuity of operations, recruitment, retention/engagement, and workforce development. DHRM is developing tools and templates using a modular design approach, which enables DHRM to build a suite of integrated and customizable workforce planning tools for agencies.

## 2.0 Agency Strategy Template

As part of the modular design approach, DHRM has created an Agency Strategy Template, which is reorganized version of the prior year's excel based template around the areas of continuity of operations, recruitment, retention and engagement, and workforce development.

The Agency Strategy template brings together elements from different tools and templates, such as the Agency Profile or Identifying Critical Roles tool, to allow the agency to view the full picture of workforce metrics, risks, challenges, and preparedness to craft an overall workforce strategy.

Though it is based in Microsoft Excel, it is not designed as a traditional workbook or worksheet. The template is organized by grouping key information on various tabs, indicated at the bottom of the template, which builds upon previous tabs.

- **Home** - The Home tab is a central place for users to navigate to the different tabs, track their progress of each step, and to see what version of the template is being used.
- **Getting Started** – The Getting Started tab reviews important features, setup, and instructions for using this template to its full potential. *It is highly encouraged for users to review this tab.*
- **Agency Profile** – The Agency Profile tab directly corresponds to information entered in the Agency Profile template. All information can be directly imported or entered manually.
- **Continuity of Operations** – The Continuity of Operations tab focuses on critical elements of the workforce that significantly impact agency operations, such as workforce planning critical roles, agency retirements, and executive risk.
- **Recruitment** – The Recruitment tab identifies key metrics to the related to the applicant and hiring trends at the agency, for positions, critical roles, and demographics of applicants and hires.
- **Retention and Engagement** – The Retention and Engagement tab focuses on understanding how employees move within or out of the agency, how long they serve the agency, and more of their experience at the agency.
- **Workforce Development** – The Workforce Development tab focuses on assisting agencies with answering the question “how does the agency develop its workforce?” and can specifically focus on development for critical roles, to address upcoming retirements, and executive development.
- **Future** – The Future Direction tab focuses on examining the future direction of the agency through the strategic objectives included in the Agency Profile. For each strategic objective, actions already taken, expected outcomes, and impact to each of the WFP areas are explored.

- **Agency Strategy** – The Agency Strategy tab identifies the objectives and action items the agency intends to take to address their workforce needs, risks, and preparedness levels.
- **WFP Summary** – The WFP Summary compiles the information from the previous tabs into a single report. It begins with an executive summary, presents key metrics and information regarding the areas of workforce planning, and the agency strategy.

The template also uses a series of Excel Macros, specific procedures that can automate processes, to increase the template's functionality and ease of use. Macros must be enabled in order to use these functions. However, the template is also designed so that it can be used without Macros if an agency wishes, but would require some manual steps when completing specific sections. More information on the design on the template are reviewed in the "Getting Started Tab" section.

## 3.0 Workforce Planning Data Definitions

The Agency Strategy is a core element of the Workforce Planning and Development process at the Agency. To promote alignment, definitions for specific data metrics are outlined in the [Workforce Planning Data Definitions document](#) on the DHRM Website.

The Agency Strategy includes data elements defined in both the General Definitions and Agency Strategy Template sections of the data definitions document.


Please review the data definitions document for specific definitions as needed.



## 4.0 Tab Guides

The Agency Strategy template is divided into several tabs that house similar information. It is recommended for users to progress through the tabs from left to right, beginning with the Home Tab.

### Home Tab

The Home tab is a central place for users to see a description of and navigate to the different tabs, track their progress of each step, and to see what version of the template is being used. The version number is located in the bottom right corner of the home tab, and is represented by the  icon.

Each of the tab names, highlighted in blue, are hyperlinks to the tabs. Click on any of the names to navigate to the respective tab.

To begin using the template, click on the “Getting Started” Tab name in blue.



The screenshot displays the 'AGENCY STRATEGY' template interface. At the top, it features the 'dhrm' logo and the title 'WORKFORCE PLANNING AND DEVELOPMENT' with sub-points: 'CONTINUITY OF OPERATIONS • RECRUITMENT • ENGAGEMENT • RETENTION • DEVELOPMENT'. Below this is the main heading 'AGENCY STRATEGY'. The interface is divided into four columns, each representing a step in the process. Each column has a progress bar at the top labeled 'STEP % COMPLETION'. The first column, 'GETTING STARTED', shows 0% completion. The second column, 'WORKFORCE PLANNING AREAS', shows 33% completion. The third column, 'FUTURE DIRECTION', shows 100% completion and is circled in red. The fourth column, 'AGENCY STRATEGY & WFP SUMMARY', shows 43% completion. A red arrow points from the 'GETTING STARTED' tab name to the 'GETTING STARTED' section. Another red arrow points from the 'FUTURE DIRECTION' progress bar to the text 'Progress bar Shows Step Completion'. A third red arrow points from the 'Version 2022.5' text to the text 'Version Number of the Template'. At the bottom, a footer contains the text 'For questions using this template, please contact DHRM Workforce Planning at dhrm.wfp@dhrm.virginia.gov.' and the version number 'Version 2022.5'.

Blue Name of the Tab is a Link to the Respective Tab

Progress bar Shows Step Completion

Version Number of the Template

### Getting Started Tab

The Getting Started tab reviews important features, overall setup, and some instructions on how to begin using the Agency Strategy template. Though it is not required to review, **it is highly recommended users spend time to review this information.**

The tab begins with a quick overview and description of the contents.

### Step 1: Review Overall Setup

The Getting Started tab provides a breakdown of the overall setup for the remaining tabs. Each tab follows the general setup of having the step number and title on the left hand side, a set of instructions underneath, and the required data to be entered labeled (either above or to the left).

Cells with a yellow background indicate required information to be entered and cells with a green background are optional. Once all the required information is entered, the step indicator will change from **Incomplete** to **Complete**.

Click to view help  
(NOTE: cannot edit file while help is open)

Level of Analysis

FOUNDATIONAL

Step Number and Title

Complete / Incomplete Indicator for Step

**Step 1: Enter Position (Filled and Vacant) Information** **Incomplete**

**INSTRUCTIONS:** Please enter the number of filled and vacant positions for all positions, leader positions, and executive positions for the respective EEO Codes, Employee Classifications, and positions identified as critical roles.

Instructions on how to complete the step

**Step 1(a): Enter Filled Position Information** **Incomplete**

**INSTRUCTIONS:** Please enter the total number of filled positions by EEO Code, Employee Classifications, and positions identified as critical in the yellow boxes below.

Sub-Step Number and Title

Description of what data to enter in the cell

**All Filled Positions by EEO Code**

	FY21	FY22
Total Filled Positions with EEO Code "Officials and Administrators"	1	
Total Filled Positions with EEO Code "Professionals"	2	
Total Filled Positions with EEO Code "Technicians"	3	
Total Filled Positions with EEO Code "Protective Service Workers"	4	
Total Filled Positions with EEO Code "Paraprofessionals"	5	
Total Filled Positions with EEO Code "Administrative Support"	6	
Total Filled Positions with EEO Code "Skilled Craft Workers"	7	
Total Filled Positions with EEO Code "Service/Maintenance"	8	
Total Filled Positions with EEO Code "Faculty"	9	
Total Filled Positions with EEO Code "Other"		

NOTE: Calculations & Formulas for Data Metrics are in the Help Window


Description of what data to enter in the cell






Cell to enter data (click on cell to enter data)




Some steps may include sub steps, indicated by the step number and letters slightly indented from the left.

### Step 2: Review Important Features of This Template

The Getting Started tab provides a breakdown of the important features of the template, used to assist with entering and interpreting workforce information. Below are descriptions of the template's key features.

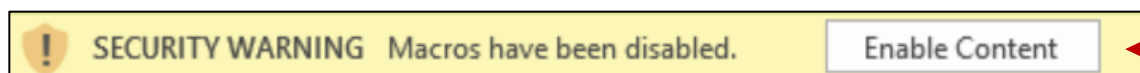
	<p style="text-align: center;"><b>USE OF EXCEL MACROS</b></p> <p>This template utilizes a series of Excel macros, which are custom actions used to automate specific tasks. This template performs best when using Excel 2016 or later. <b>NOTE: Excel Macros must be enable to use them.</b> The template can also be used without the Macros, but will require some manual edits.</p>
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	<p style="text-align: center;"><b>EASY FILE NAVIGATION</b></p> <p>Each Excel Worksheet, or tab, houses related information which is compiled together into a single report. Links to each tab are frozen at the top of each tab to easily navigate between them.</p>
	<p style="text-align: center;"><b>COLOR CODED DATA ENTRY</b></p> <p>Colors are used to identify what data should be entered and where. Yellow indicates required information. Green indicates optional information, and Gray indicates information is not required.</p>
	<p style="text-align: center;"><b>BUILT-IN HELP FEATURES</b></p> <p>This template has a built in help feature. Click on the question mark in the blue circle to open a window with additional information, definitions, and steps to complete. <b>NOTE: Macros must be enabled. The template cannot be edited while help windows are open.</b></p>
<p style="text-align: center;"><b>COMPLETE</b> <b>INCOMPLETE</b></p>	<p style="text-align: center;"><b>PROGRESS INDICATORS</b></p> <p>The home tab provides progress indicators for each step of the template. Each tab also provides progress indicators for each step or sub-step, which show if the step is complete or incomplete.</p>
	<p style="text-align: center;"><b>DATA IMPORT</b></p> <p>This template is part of a suite of integrated workforce planning and development tools. Using these tools allows for information to easily be imported from one tool to the next. Data cannot be imported unless using a specific template, provided by DHRM upon request. <b>NOTE: MACROS MUST BE ENABLED TO UTILIZE THIS FEATURE.</b></p>
	<p style="text-align: center;"><b>TEMPLATE VERSIONS</b></p> <p>As we continue to enhance this template, integrate it with other elements of workforce planning and development, or as changes to any mandates or guidance occurs, new versions of this template may be released. The version number is located on the Home tab in the bottom right corner.</p> <p>It is important to be using the most up to date version, which will be noted on the DHRM Workforce Planning Website. As new versions are released, the prior version data can be imported so no progress is lost.</p>

INCREASING LEVELS OF ANALYSIS	
<b>FOUNDATIONAL</b> 	<p>To better assist with navigating the landscape of workforce planning and development, the suite of integrated tools and templates provide indicators for three levels of analysis: foundational, in-depth, and comprehensive. These levels are used to better identify why information is collected and how it can be used throughout the tools and templates.</p> <p>All foundational level elements are required and both the in-depth and comprehensive elements are highly encouraged, but optional.</p>
<b>IN-DEPTH</b> 	
<b>COMPREHENSIVE</b> 	

### **(Optional) Step 3: Enable Macros to Utilize Full Functionality**

To ensure Macros are enabled, when first opening the file or anytime the filename changes, you will see a “Security Warning” at the top (shown in the picture below) indicating Macros have been disabled. Click the “Enable Content” button to enable macros for the file.



**Click to Enable Macros**

### **(Optional) Step 4-9: Import Data from Other Sources**

For efficiency and integration to other workforce planning and development tools, data from other sources can be imported. Imported data, shown in the table below, will automatically enter the information into the respective cells. Agencies are encouraged to still review the information for accuracy.

*Please note, for the Continuity of Operations, Recruitment, and Retention and Engagement Import Processes, a 2-step process is used. The first step include the workforce planning area specific report and the second is for the employee information report. Then, these two reports are used in conjunction with one another to calculate the respective metrics.*

Data Source	Data Imported
Agency Strategy (Prior Version)	All Previously Entered Data
Agency Profile	If Agency uses Cardinal If Agency uses own HRIS Agency Name & Mission Employee Classifications Executive Team Positions (background) Agency Position Information Agency Workforce Information
Employment Opportunities Plan (EOP)	SWOT Analysis Elements (Strengths, Weakness, Opportunities, and Threats) for Recruitment, Retention and Engagement, and Workforce Development areas
<b>Importing Information for Continuity of Operations (2 Step-Process)</b>	

<p><b>Step 1</b> Identifying Critical Roles Tool Blank Template (for Critical Roles)</p>	<p>Total Positions (All, Leader, Executive) Assessed by EEO Code/Classification*</p>
<p><b>Step 2</b> SecurePass Report Cardinal Report Blank Template</p>	<p>Total Positions (All, Leader, Executive) Identified as Critical by EEO Code/Classification*</p> <p>Critical Roles Assessment Information *Calculated Data</p> <p><b><i>NOTE: Information from the Identifying Critical Roles Tool or Blank Template (for critical roles) stays within template unless cleared at the bottom of the Getting Started or WFP Summary Tab</i></b></p>
<p><b>Importing Information for Recruitment (2 Step-Process)</b></p>	
<p><b>Step 1</b> RMS Report Blank Template (for Critical Roles)</p>	<p>Total Positions Filled and Vacant by EEO Code/Classification/Critical Roles**</p>
<p><b>Step 2</b> SecurePass Report Cardinal Report Blank Template</p>	<p>Total Applicants by EEO Code/ Classification/ Critical Roles/ Gender/ Race/Disability &amp; Veterans Status*</p> <p>Total Hires by EEO Code/ Classification/ Critical Roles/ Gender/ Race/Disability &amp; Veterans Status*</p> <p>Time to Fill by EEO Code / Classification / Critical Roles**</p> <p>*Calculated Data **Uses the stored Critical Roles Data to Calculate Critical Roles Information</p>
<p><b>Importing Information for Retention &amp; Engagement</b></p>	
<p><b>Step 1</b> SecurePass Transaction Report Blank Template (for Critical Roles)</p>	<p>Average Years of Service, Internal Promotions, Internal Transfers, External Transfers, Voluntary Separations for All Employees, Leaders, and Executives by EEO Code, Classification/ Critical Roles/ Gender/ Race/Disability &amp; Veterans Status*</p>
<p><b>Step 2</b> SecurePass Report Cardinal Report Blank Template</p>	<p>Average Years of Service, Internal Promotions, Internal Transfers, External Transfers, Voluntary Separations for All Employees, Leaders, and Executives in first five years by EEO Code, Classification/ Critical Roles/ Gender/ Race/Disability &amp; Veterans Status*</p> <p>Average Years of Service, Internal Promotions, Internal Transfers, External Transfers, Voluntary Separations for All Employees, Leaders, and</p>

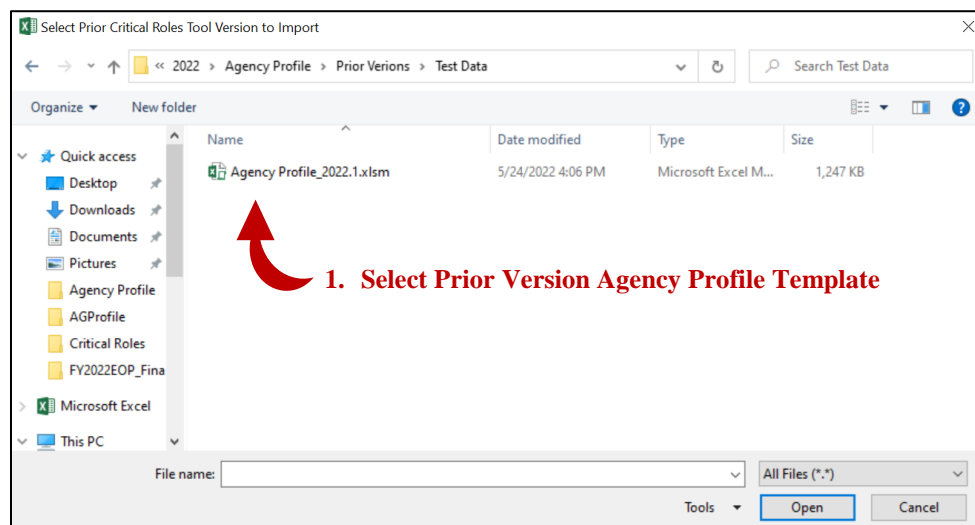
	Executives in first year by EEO Code, Classification/ Critical Roles/ Gender/ Race/Disability & Veterans Status* <i>*Calculated Data</i>
<b>Other Outside Sources</b>	
FY 2021 Workforce Planning and Development Template <b>NOTE: Some data from this template may not match current definitions, specifically metrics by classification and executive team. Agencies should review any calculated FY21 values to ensure they match FY22 definitions.</b>	Total PY Critical Positions Assessed Total PY Critical Positions Total PY Employees Eligible to Retire Total PY Quarterly Time to Fill PY Average YOS by EEO Code PY Internal Promotions & Transfers by Gender / Race PY Voluntary Separations for all employees, first five years, and first year by EEO Code / Gender / Race <i>*Calculated Values</i>

The example below is how to import data from the Agency Profile template, however, the process is the same for all data import options.


To import the data, click on the Import Data Icon  for the tool the data is imported from (such as a previous version of the Agency Profile).



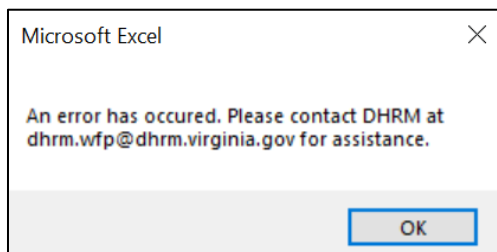
This will open the standard “Open File” dialog box. Simply locate and select the previous version Agency Profile template and click “Open”. (Shown in the picture below).



If the data is imported successfully, the template will indicate the date and time the data was imported (shown in the picture below).

Last Uploaded Date and Time	Upload Status
4/12/2022 14:55	Upload Complete 

If the data import was unsuccessful, the dialog box (in the picture below) will indicate an error occurred and to contact DHRM Workforce Planning at [dhrm.wfp@dhrm.virginia.gov](mailto:dhrm.wfp@dhrm.virginia.gov).



The same process is used to import data from the other sources (SecurePass, Cardinal, Blank Template, RMS, Employment Opportunities Plan, and FY21 Workforce Planning and Development Template).

Before importing these sources, the Agency Profile Tab must be completed first (either by importing the Agency Profile or entering the information in manually). An indicator on the Getting Started Tab indicates if these are completed (shown below).

Agency Profile Tab Not Completed:

*Please complete the Agency Profile Tab or Import the Agency Profile Template before importing data from outside sources.*

Customization Tab Completed and Data can be imported:

Data from Other Sources can now be Imported

## **See Appendix A for Information of Running the Specific SecurePass, Cardinal and RMS Reports**



### **(Optional) Step 10: Clear Source Data**

In the event an error occurs during the import process or the user would feel more comfortable to ensure the source data is cleared after verifying the correct information was entered in to the respective cells, all source data can be cleared by clicking the blue “Click to Clear Source Data” below.

#### **(Optional) Step 10: Clear Source Data**

*In the event an error occurs during the import process or the user would feel more comfortable to ensure the source data is cleared after verifying the correct information was entered into the respective cells, all source data can be cleared by clicking the blue button below.*

The screenshot shows a blue button labeled "Click to Clear Source Data" circled in red. A red arrow points from the text "1. Click to Clear Source Data" to the button. Below the button is a table with two columns: "Source Data" and "Data Status".

Source Data	Data Status
Employee Data	Source Data Removed ✓
Critical Roles Data	Source Data Removed ✓
Recruitment Data	Source Data Removed ✓
Transaction Data	Source Data Removed ✓

If the data is cleared from the template, the respective data source below the blue button will indicate “source data removed” and be shaded green. If the source data is within the template, it will be indicated by “Source Data is in Template” and be shaded yellow, shown in the picture below.

#### **(Optional) Step 10: Clear Source Data**

*In the event an error occurs during the import process or the user would feel more comfortable to ensure the source data is cleared after verifying the correct information was entered into the respective cells, all source data can be cleared by clicking the blue button below.*

The screenshot shows a blue button labeled "Click to Clear Source Data". Below the button is a table with two columns: "Source Data" and "Data Status".

Source Data	Data Status
Employee Data	Source Data is in Template !
Critical Roles Data	Source Data Removed ✓
Recruitment Data	Source Data Removed ✓
Transaction Data	Source Data Removed ✓

## **Agency Profile Tab**

The Agency Profile Tab directly correspond to the full Agency Profile Template to include general information, position information, and workforce demographics. All this information, except the Agency Logo, can be directly imported from the Agency Profile or entered manually.

This tab mirrors the same setup as the full Agency Profile Template. [The Agency Profile Template Instructions](#) can be found on the [DHRM Workforce Planning website](#).

## **Continuity of Operations Tab**

The Continuity of Operations tab focuses on critical elements of the workforce that could significantly impact agency operations, to include workforce planning critical roles, agency retirements, and executive risk. These three elements form the core of an agency’s workforce planning strategy and are followed throughout each workforce planning area in the Agency Strategy template.



### (Optional) Step: Adjust Data Visibility as Needed

To assist with data entry and for ease of use, in-depth and comprehensive levels of analysis data elements (which are optional) can have their visibility toggled to prevent having to continually scroll between different elements.

To change the visibility, select visible or hidden from the dropdown menu next to the respective data element for the In-Depth and Comprehensive elements. **All items are visible by default but can be changed between visible or hidden at anytime**

**FOUNDATIONAL**  
Visibility Cannot Be Changed

Critical Roles Information	Visible
Current Retirement Eligibility	Visible
5 Year Retirement Eligibility	Visible
Executive (Crit. Roles / Retirements)	Visible

**IN-DEPTH**  
Select either Visible or Hidden

Leader Critical Roles	Visible
Leader Retirement	Visible
Leader 5 Year Retirement	Visible

**COMPREHENSIVE**  
Select either Visible or Hidden

Critical Role Assessment Areas	Visible
Agency Critical Role Assessment	Visible

**FOUNDATIONAL**  
Visibility Cannot Be Changed

Critical Roles Information	Visible
Current Retirement Eligibility	Visible
5 Year Retirement Eligibility	Visible
Executive (Crit. Roles / Retirements)	Visible

**IN-DEPTH**  
Select either Visible or Hidden

Leader Critical Roles	Visible
Leader Retirement	Visible
Leader 5 Year Retirement	Visible

**COMPREHENSIVE**  
Select either Visible or Hidden

Critical Role Assessment Areas	Visible
Agency Critical Role Assessment	Hidden

1. Click Cell to Show Dropdown and Select

Each time the visibility of data elements are changed, the tab will need to be refreshed. If the tab needs to be refreshed, the indicator will display “Need to Refresh Visibility”. The tab can be refreshed by clicking the blue “Click to Refresh Data Entry Visibility” button. After, the indicator will say “All Selected Data Elements are Visible”.

*Need to Refresh Visibility.*

Click to Refresh Data Entry Visibility

1. Click to Refresh Tab

*All Selected Data Elements are Visible.*

Click to Refresh Data Entry Visibility

If not using Macros, the employee classification list can be refreshed by going to cell “W1” and clicking the filter icon. After, ensure the “0” box is unchecked, click Ok.

### **Step 1: Enter Critical Roles Information**

If the Identifying Critical Roles Tool was used, the information from the tool can be directly imported using the “Import Data from Other Sources” steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for critical roles and enter it into the respective cells. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for critical roles manually.

#### **Step 1(a): Enter Positions Assessed for Criticality**

To complete step 1(a), enter the total number of positions assessed for criticality by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

	<u>FY21</u>	<u>FY22</u>	
Total EEO Code "Officials and Administrators" Positions Assessed			<b>1. Enter the total number of positions assessed for criticality for each EEO Code.</b>
Total EEO Code "Professionals" Positions Assessed			
Total EEO Code "Technicians" Positions Assessed			
Total EEO Code "Protective Service Workers" Positions Assessed			
Total EEO Code "Paraprofessionals" Positions Assessed			
Total EEO Code "Administrative Support" Positions Assessed			
Total EEO Code "Skilled Craft Workers" Positions Assessed			
Total EEO Code "Service/Maintenance" Positions Assessed			
Total EEO Code "Faculty" Positions Assessed			
Total EEO Code "Other" Positions Assessed			

	<u>FY21</u>	<u>FY22</u>	
Total Classified Positions Assessed			<b>2. Enter the total number of positions assessed for criticality for each classification.</b>
Total Wage Positions Assessed			
Total Agency Head Positions Assessed			

#### **Step 1(b): Enter Positions Identified as Critical**

To complete step 1(b), enter the total number of positions identified as critical by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

	<u>FY21</u>	<u>FY22</u>	
Total EEO Code "Officials and Administrators" Positions Identified as Critical			<b>1. Enter the total number of positions identified as critical for each EEO Code.</b>
Total EEO Code "Professionals" Positions Identified as Critical			
Total EEO Code "Technicians" Positions Identified as Critical			
Total EEO Code "Protective Service Workers" Positions Identified as Critical			
Total EEO Code "Paraprofessionals" Positions Identified as Critical			
Total EEO Code "Administrative Support" Positions Identified as Critical			
Total EEO Code "Skilled Craft Workers" Positions Identified as Critical			
Total EEO Code "Service/Maintenance" Positions Identified as Critical			
Total EEO Code "Faculty" Positions Identified as Critical			
Total EEO Code "Other" Positions Identified as Critical			

<u>Critical Positions by Classification</u>		
	FY21	FY22
Total Classified Positions Identified as Critical		
Total Wage Positions Identified as Critical		
Total Agency Head Positions Identified as Critical		

2. Enter the total number of positions identified as critical for each classification.

### **(Optional) Step 1(c): Enter Leader Positions Identified as Critical**

To complete step 1(c), enter the total number of leader positions identified as critical by EEO Code and classification in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>Leader Critical Positions by EEO Code</u>		
	FY21	FY22
Total EEO Code "Officials and Administrators" Leader Positions Identified as Critical		
Total EEO Code "Professionals" Leader Positions Identified as Critical		
Total EEO Code "Technicians" Leader Positions Identified as Critical		
Total EEO Code "Protective Service Workers" Leader Positions Identified as Critical		
Total EEO Code "Paraprofessionals" Leader Positions Identified as Critical		
Total EEO Code "Administrative Support" Leader Positions Identified as Critical		
Total EEO Code "Skilled Craft Workers" Leader Positions Identified as Critical		
Total EEO Code "Service/Maintenance" Leader Positions Identified as Critical		
Total EEO Code "Faculty" Leader Positions Identified as Critical		
Total EEO Code "Other" Leader Positions Identified as Critical		

1. Enter the total number of leader positions identified as critical for each EEO Code.

<u>Leader Critical Positions by Classification</u>		
	FY21	FY22
Total Classified Leader Positions Identified as Critical		
Total Wage Leader Positions Identified as Critical		
Total Agency Head Leader Positions Identified as Critical		

2. Enter the total number of leader positions identified as critical for each classification.

### **(Optional) Step 1(d): Identifying Critical Roles Tool Assessment Area Score Breakdown**

If the Identifying Critical Roles Tool data was imported, the assessment scores for each of the assessment areas (vacancy risk, recruitment, knowledge management, learning and development, operational impact, strategic initiative impact, impact from the environment, position specific elements, and additional questions) will be entered into the respective cells for the minimum, average, and maximum scores for each area.

The following steps can be used to enter the respective information for critical roles assessment manually.

<u>Min Score by Assessment Area</u>	<u>Average Score by Assessment Area</u>	<u>Max Score by Assessment Area</u>
FY22	FY22	FY22
Vacancy Risk		
Recruitment		
Knowledge Management		
Learning and Development		
Operational Impact		
Strategic Initiative Impact		
Impact from the Environment		
Position Specific Elements		
Additional Questions		

1. Enter the respective score in the green box corresponding to the assessment area for the min, average, and max columns.

### **(Optional) Step 1(e): Critical Roles Breakdown from Agency Own Assessment**

If the Agency assessed positions using their own assessment and would like to include the areas of the assessment, the same procedures listed above in Step 1(d) can be used to manually enter the information. However, one additional step is required for entering the agency's own assessment, by entering the name of the assessment area in the respective green boxes (shown below).

	<u>Assessment Area Name</u>	<u>Min Score by Assessment Area</u> FY22	<u>Average Score by Assessment Area</u> FY22	<u>Max Score by Assessment Area</u> FY22	
1. Enter the assessment area name from the Agency assessment.					2. Enter the respective score in the green box corresponding to the assessment area for the min, average, and max columns.

### **Step 2: Enter Agency Retirement Information**

If the employee information for the continuity of operations metrics was imported, then retirement eligibility is automatically calculated using the parameters identified in the Agency Profile Template and entered into the respective cells. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for retirements manually.

#### **Step 2(a): Enter Employees Currently Eligible to Retire**

To complete step 2(a), enter the total number of employees eligible to retire by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

	<u>Employees Currently Eligible Retire by EEO Code</u>		
	FY21	FY22	
Total EEO Code "Officials and Administrators" Employees Currently Eligible to Retire			1. Enter the total number of employees currently eligible to retire for each EEO Code.
Total EEO Code "Professionals" Employees Currently Eligible to Retire			
Total EEO Code "Technicians" Employees Currently Eligible to Retire			
Total EEO Code "Protective Service Workers" Employees Currently Eligible to Retire			
Total EEO Code "Paraprofessionals" Employees Currently Eligible to Retire			
Total EEO Code "Administrative Support" Employees Currently Eligible to Retire			
Total EEO Code "Skilled Craft Workers" Employees Currently Eligible to Retire			
Total EEO Code "Service/Maintenance" Employees Currently Eligible to Retire			
Total EEO Code "Faculty" Employees Currently Eligible to Retire			
Total EEO Code "Other" Employees Currently Eligible to Retire			

	<u>Employees Currently Eligible Retire by Classification</u>		
	FY21	FY22	
Total Classified Employees Currently Eligible to Retire			2. Enter the total number of employees currently eligible to retire for each classification.
Total Wage Employees Currently Eligible to Retire			
Total Agency Head Employees Currently Eligible to Retire			

## Step 2(b): Enter Employees in Critical Roles Currently Eligible to Retire

To complete step 2(b), enter the total number of employees in critical roles eligible to retire by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<i>Employees in Critical Roles Currently Eligible to Retire</i>		
	FY21	FY22
Total EEO Code "Officials and Administrators" Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Professionals" Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Technicians" Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Protective Service Workers" Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Paraprofessionals" Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Administrative Support" Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Skilled Craft Workers" Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Service/Maintenance" Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Faculty" Employees Currently in Crit. Roles Eligible to Retire		
Total EEO Code "Other" Employees Currently in Crit. Roles Eligible to Retire		

1. Enter the total number of employees in critical roles currently eligible to retire for each EEO Code.

<i>Employees in Critical Roles Currently Eligible to Retire</i>		
	FY21	FY22
Total Classified Employees in Crit. Roles Currently Eligible to Retire		
Total Wage Employees in Crit. Roles Currently Eligible to Retire		
Total Agency Head Employees in Crit. Roles Currently Eligible to Retire		

2. Enter the total number of employees in critical roles currently eligible to retire for each classification.

## Step 2(b): Enter Future Employee Retirement Eligibility

To complete step 2(c), enter the total number of employees who will become eligible to retire for each of the upcoming 5 fiscal years by EEO Code and classification in the yellow boxes (shown in the picture below). **Employees should only be counted once in the year they become eligible to retire and not subsequent years.** Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<i>Next 5 Fiscal Year Retirements by EEO Code</i>					
	FY23	FY24	FY25	FY26	FY27
Total EEO Code "Officials and Administrators" Employees Eligible to Retire for each FY					
Total EEO Code "Professionals" Employees Eligible to Retire for each FY					
Total EEO Code "Technicians" Employees Eligible to Retire for each FY					
Total EEO Code "Protective Service Workers" Employees Eligible to Retire for each FY					
Total EEO Code "Paraprofessionals" Employees Eligible to Retire for each FY					
Total EEO Code "Administrative Support" Employees Eligible to Retire for each FY					
Total EEO Code "Skilled Craft Workers" Employees Eligible to Retire for each FY					
Total EEO Code "Service/Maintenance" Employees Eligible to Retire for each FY					
Total EEO Code "Faculty" Employees Eligible to Retire for each FY					
Total EEO Code "Other" Employees Eligible to Retire for each FY					

1. Enter the total number of employees eligible to retire in the FY they will be eligible for each EEO Code.

<i>Next 5 Fiscal Year Retirements by Classification</i>					
	FY23	FY24	FY25	FY26	FY27
Total Classified Employees Eligible to Retire for each FY					
Total Wage Employees Eligible to Retire for each FY					
Total Agency Head Employees Eligible to Retire for each FY					

2. Enter the total number of employees eligible to retire in the FY they will be eligible for each classification.



## **Step 2(b): Enter Future Employees in Critical Roles Retirement Eligibility**

To complete step 2(c), enter the total number of employees in critical roles who will become eligible to retire for each of the upcoming 5 fiscal years by EEO Code and classification in the yellow boxes (shown in the picture below). **Employees should only be counted once in the year they become eligible to retire and not subsequent years.** Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

	FY23	FY24	FY25	FY26	FY27
Total EEO Code "Officials and Administrators" Employees in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Professionals" Employees in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Technicians" Employees in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Protective Service Workers" Employees in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Paraprofessionals" Employees in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Administrative Support" Employees in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Skilled Craft Workers" Employees in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Service/Maintenance" Employees in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Faculty" Employees in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Other" Employees in Crit. Roles Eligible to Retire for each FY					

1. Enter the total number of employees in critical roles eligible to retire in the FY they will be eligible for each EEO Code.

	FY23	FY24	FY25	FY26	FY27
Total Classified Employees in Crit. Roles Eligible to Retire for each FY					
Total Wage Employees in Crit. Roles Eligible to Retire for each FY					
Total Agency Head Employees in Crit. Roles Eligible to Retire for each FY					

2. Enter the total number of employees in critical roles eligible to retire in the FY they will be eligible for each classification.

## **(Optional) Step 2(e) through Step 2(h): Leader Retirement Information**

To complete step 2(e) through Step 2(h), the same information for all employees can be entered in the respective green boxes for employees who are leaders, defined as having at least one direct report. This includes the number of leaders currently eligible to retire, leaders in critical roles currently eligible to retire, leaders who will be eligible to retire in the upcoming five fiscal years, and leaders in critical roles who will be eligible to retire in the upcoming five fiscal years.

The same process described above for each section can be repeated to enter this information, with the exception of the boxes being green instead of yellow (since the information is optional).

## **Step 3: Enter Agency Executive Risk Information**

To have imported information for executives calculate automatically, the Agency Profile, which identifies the specific positions of the executive team, must be imported. If not, the executive metrics will not be calculated.

After the Agency Profile is imported, the critical roles assessment and employee information can both be imported to calculate the executive metrics. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for retirements manually.

### **Step 3(a): Executive Position Information (Appointed and Degree from Agency Head)**

To complete Step 3(a), enter total number of appointed executive positions and the number of positions for each degree of separation from the agency head in the yellow boxes (shown in the picture below).

<i>Number of Appointed Executive Positions</i>		
	<i>FY21</i>	<i>FY22</i>
Total Appointed Executive Positions		

<i>Executive Position Degree From Agency Head</i>		
	<i>FY21</i>	<i>FY22</i>
Total Executive Position 1 Degree from Agency Head		
Total Executive Position 2 Degree from Agency Head		
Total Executive Position 3 Degree from Agency Head		
Total Executive Position 4 Degree from Agency Head		
Total Executive Position 5 Degree from Agency Head		
Total Executive Position Greater than 5 Degrees from Agency Head		

1. Enter the total number of appointed executive positions.

2. Enter the total number of executive positions for each degree of separation from the Agency head

### **Step 3(b): Enter Executive Positions Identified as Critical**

To complete step 3(b), enter the total number of executive positions identified as critical by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<i>Executive Critical Positions by EEO Code</i>		
	<i>FY21</i>	<i>FY22</i>
Total EEO Code "Officials and Administrators" Executive Positions Identified as Critical		
Total EEO Code "Professionals" Executive Positions Identified as Critical		
Total EEO Code "Technicians" Executive Positions Identified as Critical		
Total EEO Code "Protective Service Workers" Executive Positions Identified as Critical		
Total EEO Code "Paraprofessionals" Executive Positions Identified as Critical		
Total EEO Code "Administrative Support" Executive Positions Identified as Critical		
Total EEO Code "Skilled Craft Workers" Executive Positions Identified as Critical		
Total EEO Code "Service/Maintenance" Executive Positions Identified as Critical		
Total EEO Code "Faculty" Executive Positions Identified as Critical		
Total EEO Code "Other" Executive Positions Identified as Critical		

1. Enter the total number of executive positions identified as critical for each EEO Code.

<i>Executive Critical Positions by Classification</i>		
	<i>FY21</i>	<i>FY22</i>
Total Classified Executive Positions Identified as Critical		
Total Wage Executive Positions Identified as Critical		
Total Agency Head Executive Positions Identified as Critical		

2. Enter the total number of executive positions identified as critical for each classification.

### **Step 3(c): Enter Executive Employees Currently Eligible to Retire**

To complete step 3(c), enter the total number of executive employees eligible to retire by EEO Code and classification in the yellow boxes (shown in the picture below). Please note,

classifications are unique to the Agency. The classifications below are to provide an example only.

**Executives Currently Eligible to Retire by EEO Code**

	FY21	FY22
Total EEO Code "Officials and Administrators" Executive Employees Currently Eligible to Retire		
Total EEO Code "Professionals" Executive Employees Currently Eligible to Retire		
Total EEO Code "Technicians" Executive Employees Currently Eligible to Retire		
Total EEO Code "Protective Service Workers" Executive Employees Currently Eligible to Retire		
Total EEO Code "Paraprofessionals" Executive Employees Currently Eligible to Retire		
Total EEO Code "Administrative Support" Executive Employees Currently Eligible to Retire		
Total EEO Code "Skilled Craft Workers" Executive Employees Currently Eligible to Retire		
Total EEO Code "Service/Maintenance" Executive Employees Currently Eligible to Retire		
Total EEO Code "Faculty" Executive Employees Currently Eligible to Retire		
Total EEO Code "Other" Executive Employees Currently Eligible to Retire		

**Executives Currently Eligible to Retire by Classification**

	FY21	FY22
Total Classified Executive Employees Currently Eligible to Retire		
Total Wage Executive Employees Currently Eligible to Retire		
Total Agency Head Executive Employees Currently Eligible to Retire		

**1. Enter the total number of executive employees currently eligible to retire for each EEO Code.**

**2. Enter the total number of executive employees currently eligible to retire for each classification.**

### **Step 3(d): Enter Executive Employees in Critical Roles Currently Eligible to Retire**

To complete step 3(d), enter the total number of executive employees in critical roles eligible to retire by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

**Executives in Critical Roles Currently Eligible to Retire by EEO Code**

	FY21	FY22
Total EEO Code "Officials and Administrators" Executive Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Professionals" Executive Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Technicians" Executive Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Protective Service Workers" Executive Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Paraprofessionals" Executive Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Administrative Support" Executive Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Skilled Craft Workers" Executive Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Service/Maintenance" Executive Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Faculty" Executive Employees in Crit. Roles Currently Eligible to Retire		
Total EEO Code "Other" Executive Employees in Crit. Roles Currently Eligible to Retire		

**Executives in Critical Roles Currently Eligible to Retire by Classification**

	FY21	FY22
Total Classified Executive Employees in Crit. Roles Currently Eligible to Retire		
Total Wage Executive Employees in Crit. Roles Currently Eligible to Retire		
Total Agency Head Executive Employees in Crit. Roles Currently Eligible to Retire		

**1. Enter the total number of executive employees in critical roles currently eligible to retire for each EEO Code.**

**2. Enter the total number of executive employees in critical roles currently eligible to retire for each classification.**

### **Step 3(e): Enter Future Executive Employee Retirement Eligibility**

To complete step 3(e), enter the total number of executive employees who will become eligible to retire for each of the upcoming 5 fiscal years by EEO Code and classification in the yellow boxes (shown in the picture below). **Executives should only be counted once in the year they**



become eligible to retire and not subsequent years. Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>Next 5 Fiscal Year Executive Retirements by EEO Code</u>					
	FY23	FY24	FY25	FY26	FY27
Total EEO Code "Officials and Administrators" Executives Eligible to Retire for each FY					
Total EEO Code "Professionals" Executives Eligible to Retire for each FY					
Total EEO Code "Technicians" Executives Eligible to Retire for each FY					
Total EEO Code "Protective Service Workers" Executives Eligible to Retire for each FY					
Total EEO Code "Paraprofessionals" Executives Eligible to Retire for each FY					
Total EEO Code "Administrative Support" Executives Eligible to Retire for each FY					
Total EEO Code "Skilled Craft Workers" Executives Eligible to Retire for each FY					
Total EEO Code "Service/Maintenance" Executives Eligible to Retire for each FY					
Total EEO Code "Faculty" Executives Eligible to Retire for each FY					
Total EEO Code "Other" Executives Eligible to Retire for each FY					

1. Enter the total number of executive employees eligible to retire in the FY they will be eligible for each EEO Code.

<u>Next 5 Fiscal Year Executive Retirements by Classification</u>					
	FY23	FY24	FY25	FY26	FY27
Total Classified Executives Eligible to Retire for each FY					
Total Wage Executives Eligible to Retire for each FY					
Total Agency Head Executives Eligible to Retire for each FY					

2. Enter the total number of executive employees eligible to retire in the FY they will be eligible for each classification.

### **Step 3(f): Enter Executive Future Employees in Critical Roles Retirement Eligibility**

To complete step 3(f), enter the total number of executive employees in critical roles who will become eligible to retire for each of the upcoming 5 fiscal years by EEO Code and classification in the yellow boxes (shown in the picture below). **Executives should only be counted once in the year they become eligible to retire and not subsequent years.** Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>Next 5 Fiscal Year Executive Crit. Roles Retirements by EEO Code</u>					
	FY23	FY24	FY25	FY26	FY27
Total EEO Code "Officials and Administrators" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Professionals" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Technicians" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Protective Service Workers" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Paraprofessionals" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Administrative Support" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Skilled Craft Workers" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Service/Maintenance" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Faculty" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Other" Executives in Crit. Roles Eligible to Retire for each FY					

1. Enter the total number of executive employees in critical roles eligible to retire in the FY they will be eligible for each EEO Code.

<u>Next 5 Fiscal Year Executive Crit. Roles Retirements by Classification</u>					
	FY23	FY24	FY25	FY26	FY27
Total Classified Executives in Crit. Roles Eligible to Retire for each FY					
Total Wage Executives in Crit. Roles Eligible to Retire for each FY					
Total Agency Head Executives in Crit. Roles Eligible to Retire for each FY					

2. Enter the total number of executive employees in critical roles eligible to retire in the FY they will be eligible for each classification.

### **(Optional Use): Workforce Insights Section**

The workforce insights section provides a brief review of the information entered above to assist with interpreting continuity of operations information that can help with completing the remaining steps. To adjust the graphics, select a fiscal year and demographic group from the drop down menus in the yellow boxes.

Select Items Below to Change Graphics:


Fiscal Year:	FY22
Demographic	ALL

1. Click on the yellow box to show the dropdown arrow. Click the dropdown arrow to select a different group.

### **Step 4: Complete a SWOT Analysis**

To complete Step 4, enter a brief, high level, description of the items in each respective category (Strengths, Weaknesses, Opportunities, and Threats) for the area of continuity of operations in the yellow box beneath the respective category.

**NOTE:** See the SWOT help feature for additional information on the different categories.

 **Step 4: Complete a SWOT Analysis** Incomplete

**Click for Help if needed**

**INSTRUCTIONS:** A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is one of many tools organizations can utilize to reflect on their internal and external environments. See below for a description of each area of the SWOT analysis. Enter a brief, high level, description of the items in each respective category for each area of the analysis. Use the check box beneath each category if there is nothing to enter.

**Step 4(a): Enter Agency Strengths** Incomplete

Strengths are elements INTERNAL to the Agency (defined as being within the control of the Agency) that ENHANCE an Agency's ability to meet the agency's needs regarding the continuity of operations.

1. Enter the description for the SWOT analysis area in the yellow box.

☐ Check box if there is nothing to enter for this category.

If there is nothing to enter for the respective SWOT Analysis category, the checkbox in the blue bar beneath the yellow can be selected. This will gray out the area for the respective SWOT Analysis area.

**Step 4(a): Enter Agency Strengths** Complete

Strengths are elements INTERNAL to the Agency (defined as being within the control of the Agency) that ENHANCE an Agency's ability to meet the agency's needs regarding the continuity of operations.

☒ Check box if there is nothing to enter for this category.

Repeat this process for each of the areas of the SWOT Analysis.

### **Step 5: Overall Continuity of Operations Risk and Agency Preparedness**


To complete step 5, identify the overall risk level and agency preparedness level regarding the continuity of operations by using the slider to identify the specific level of risk and preparedness. After, enter a brief description of the agency needs to address any gaps between the risk and preparedness level or to maintain the current level of preparedness.

#### **Step 5(a): Identify Continuity of Operations Risk**

To complete Step 5(a), use the slider or arrows in the blue box to identify the level of risk. Move the slider towards the bottom to increase the risk. The slider will change the graphic to the selected risk level.

**Step 5(a): Identify Continuity of Operations Risk** Incomplete


**INSTRUCTIONS:** Please identify the level of risk to the agency's continuity of operations by using the gray slider bar on the left hand side. The arrow at the top lowers the risk and the arrow at the bottom increases the risk level. The darker gray bar can also be used to indicate the risk level, with the lower the bar the higher the risk.



1. Use the slider (dark gray bar) or arrows to change the risk level. Changes to the risk level will adjust the graphic (shown below).

**Step 5(a): Identify Continuity of Operations Risk** Complete

**INSTRUCTIONS:** Please identify the level of risk to the agency's continuity of operations by using the gray slider bar on the left hand side. The arrow at the top lowers the risk and the arrow at the bottom increases the risk level. The darker gray bar can also be used to indicate the risk level, with the lower the bar the higher the risk.



#### **Step 5(b): Identify Continuity of Operations Preparedness**

To complete Step 5(b), use the same procedure as Step 5(a) to identify the agency preparedness level related to the continuity of operations.

### **Step 5(c): Identify Agency Needs to Address Gap or Maintain Preparedness Level**

To complete Step 5(c), enter a brief description of the agency needs to address any gaps between the risk level and preparedness level identified for continuity of operations, or to maintain the current preparedness level in the yellow box (shown in the picture below).

#### *Step 5(c): Agency Needs to Address Gap or Maintain Preparedness Level*

*Incomplete*

**INSTRUCTIONS:** In the event the risk level exceeds the preparedness level, please provide a brief description in the yellow box below of the agency needs in order to address the gap between the continuity of operations risk level and preparedness. If the preparedness level is higher than the risk level, please provide a brief description of how the agency can maintain the higher preparedness level.

1. Enter the description for the needs to address gaps or maintain preparedness.



### **(Optional) Step 6: Check Spelling**

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the “Spell Check This Tab” purple button, which will launch the Excel spell check function.

#### *(Optional) Step 6: Check Spelling*

**INSTRUCTIONS:** To check the spelling of items on this tab, please click the blue “Spell Check This Tab” button below. Correcting the spelling on this tab will ensure the report is correct as well.

Spell Check This Tab

1. Click Spell Check This Tab button to launch the Check Spelling function

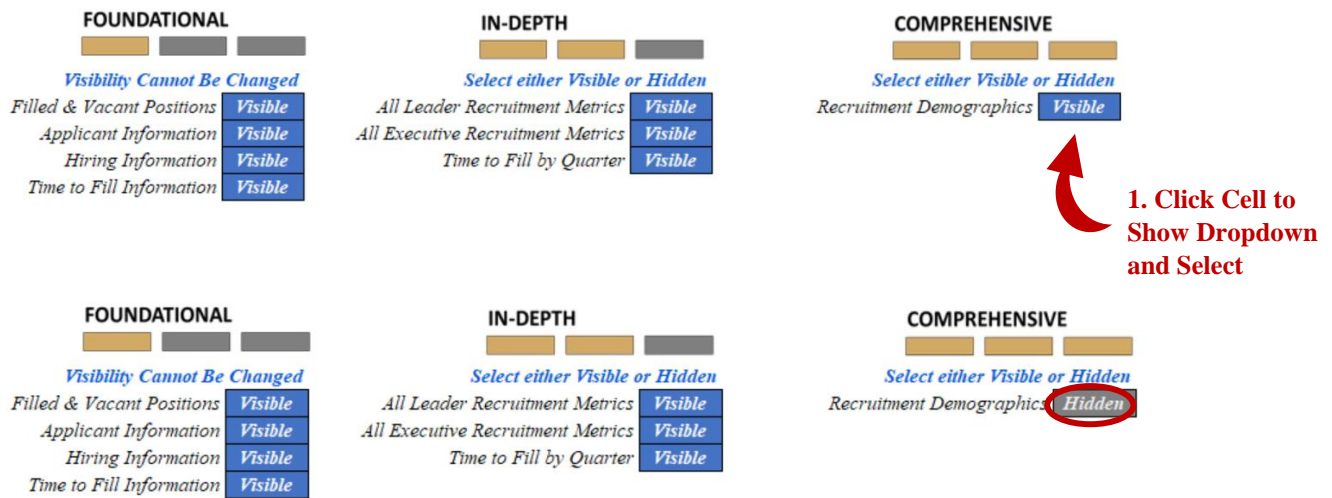
## **Recruitment Tab**

The Recruitment Tab identifies key metrics related to the applicant and hiring trends at the agency, focusing on position information (including position criticality) and demographics of applicants and hires for all positions, leader positions, and executive positions. Time to fill for the fiscal year is explored through the lens of EEO Code, Classification, Critical Positions, Leader, and Executive Positions.

### **(Optional) Step: Adjust Data Visibility as Needed**

To assist with data entry and for ease of use, in-depth and comprehensive levels of analysis data elements (which are optional) can have their visibility toggled to prevent having to continually scroll between different elements.

To change the visibility, select visible or hidden from the dropdown menu next to the respective data element for the In-Depth and Comprehensive elements. **All items are visible by default but can be changed between visible or hidden at anytime**



Each time the visibility of data elements are changed, the tab will need to be refreshed. If the tab needs to be refreshed, the indicator will display “Need to Refresh Visibility”. The tab can be refreshed by clicking the blue “Click to Refresh Data Entry Visibility” button. After, the indicator will say “All Selected Data Elements are Visible”.



If not using Macros, the employee classification list can be refreshed by going to cell “W1” and clicking the filter icon. After, ensure the “0” box is unchecked, click Ok.

### **Step 1: Enter Position (Filled and Vacant Information)**

If the RMS Report was used, the information from the report can be directly imported using the “Import Data from Other Sources” steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for total positions filled, vacant positions (if posted in the RMS), hires, applicant information, and time to fill. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for filled and vacant positions manually.

### **Step 1(a): Enter Filled Position Information**

To complete step 1(a), enter the total number of filled positions at the agency during the fiscal year by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<i><b>All Filled Positions by EEO Code</b></i>		
	<i><b>FY21</b></i>	<i><b>FY22</b></i>
Total Filled Positions with EEO Code "Officials and Administrators"		
Total Filled Positions with EEO Code "Professionals"		
Total Filled Positions with EEO Code "Technicians"		
Total Filled Positions with EEO Code "Protective Service Workers"		
Total Filled Positions with EEO Code "Paraprofessionals"		
Total Filled Positions with EEO Code "Administrative Support"		
Total Filled Positions with EEO Code "Skilled Craft Workers"		
Total Filled Positions with EEO Code "Service/Maintenance"		
Total Filled Positions with EEO Code "Faculty"		
Total Filled Positions with EEO Code "Other"		

**1. Enter the total number of filled positions for each EEO Code.**

<i><b>All Filled Positions by Classification</b></i>		
	<i><b>FY21</b></i>	<i><b>FY22</b></i>
Total Classified Filled Positions		
Total Wage Filled Positions		
Total Agency Head Filled Positions		

**2. Enter the total number of filled positions for each classification.**

<i><b>All Filled Critical Roles</b></i>		
	<i><b>FY21</b></i>	<i><b>FY22</b></i>
Total Critical Positions Filled		

**3. Enter the total number of critical positions filled.**

### **(Optional) Step 1(b) and Step 1(c): Leader and Executive Filled Positions**

To complete step 1(b) and step 1(c), enter the total number of filled leader and executive positions at the agency during the fiscal year by EEO Code, classification, and critical roles using the same procedures as step 1(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

### **Step 1(d): Enter Vacant Position Information**

To complete step 1(d), enter the total number of vacant positions at the agency (at the end of the reporting fiscal year) by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



**All Vacant Positions by EEO Code**

	FY21	FY22
Total Vacant Positions with EEO Code "Officials and Administrators"		
Total Vacant Positions with EEO Code "Professionals"		
Total Vacant Positions with EEO Code "Technicians"		
Total Vacant Positions with EEO Code "Protective Service Workers"		
Total Vacant Positions with EEO Code "Paraprofessionals"		
Total Vacant Positions with EEO Code "Administrative Support"		
Total Vacant Positions with EEO Code "Skilled Craft Workers"		
Total Vacant Positions with EEO Code "Service/Maintenance"		
Total Vacant Positions with EEO Code "Faculty"		
Total Vacant Positions with EEO Code "Other"		

1. Enter the total number of vacant positions for each EEO Code.

**All Vacant Positions by Classification**

	FY21	FY22
Total Classified Vacant Positions		
Total Wage Vacant Positions		
Total Agency Head Vacant Positions		

2. Enter the total number of vacant positions for each classification.

**All Vacant Critical Roles**

	FY21	FY22
Vacant Positions Identified as Critical		

3. Enter the total number of vacant critical positions.

### **(Optional) Step 1(e) and Step 1(f): Leader and Executive Vacant Positions**

To complete step 1(e) and step 1(f), enter the total number of vacant leader and executive positions at the agency at the end of the reporting fiscal year by EEO Code, classification, and critical roles using the same procedures as step 1(d), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

### **Step 2: Enter Applicant Totals and Demographic Information**

If the RMS Report was used, the information from the report can be directly imported using the "Import Data from Other Sources" steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for total positions filled, vacant positions (if posted in the RMS), hires, applicant information, and time to fill. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for applicants manually.

#### **Step 2(a): Enter Applicant Information**

To complete step 2(a), enter the total number of applicants at the agency during the fiscal year by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>Total Applicants by EEO Code</u>		
	FY21	FY22
Total Applicants to EEO Code "Officials and Administrators" Positions		
Total Applicants to EEO Code "Professionals" Positions		
Total Applicants to EEO Code "Technicians" Positions		
Total Applicants to EEO Code "Protective Service Workers" Positions		
Total Applicants to EEO Code "Paraprofessionals" Positions		
Total Applicants to EEO Code "Administrative Support" Positions		
Total Applicants to EEO Code "Skilled Craft Workers" Positions		
Total Applicants to EEO Code "Service/Maintenance" Positions		
Total Applicants to EEO Code "Faculty" Positions		
Total Applicants to EEO Code "Other" Positions		

**1. Enter the total applicants to positions for each EEO Code.**

<u>Total Applicants by Classification</u>		
	FY21	FY22
Total Classified Applicants		
Total Wage Applicants		
Total Agency Head Applicants		

**2. Enter the total applicants to positions for each classification.**

<u>Total Applicants to Critical Roles</u>		
	FY21	FY22
Applicants to Critical Positions		

**3. Enter the total applicants to critical positions.**

### **(Optional) Enter Applicant Demographic Information**

To complete this optional step, enter the total number of applicants for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency during the fiscal year in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>Total Applicants by Gender</u>		
	FY21	FY22
Male Applicants		
Female Applicants		

**1. Enter the total number of applicants for each gender.**

<u>Total Applicants by Race</u>		
	FY21	FY22
American Indian or Alaskan Native Applicants		
Asian Applicants		
Black or African American Applicants		
Hispanic or Latino Applicants		
Native Hawaiian or Other Pac. Islander Applicants		
White Applicants		
Two or More Races		
Race Unknown or not Entered Applicants		

**2. Enter the total number of applicants for each race.**

<u>Total Applicants for Additional Demographics</u>		
	FY21	FY22
Applicants with Disabilities		
Veteran Applicants		

**3. Enter the total number of applicants for each demographic.**

### **(Optional) Step 2(b) and Step 2(c): Leader and Executive Applicants**

To complete step 2(b) and step 2(c), enter the total number of applicants to leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 2(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).



### **Step 3: Enter Hire Totals and Demographic Information**

If the RMS Report was used, the information from the report can be directly imported using the “Import Data from Other Sources” steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for total positions filled, vacant positions (if posted in the RMS), hires, applicant information, and time to fill. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for hires manually.

#### **Step 3(a): Enter Hiring Information**

To complete step 3(a), enter the total number of hires at the agency during the fiscal year by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

	<b><u>Total Hires by EEO Code</u></b>	
	<b><u>FY21</u></b>	<b><u>FY22</u></b>
Total Hires to EEO Code "Officials and Administrators" Positions		
Total Hires to EEO Code "Professionals" Positions		
Total Hires to EEO Code "Technicians" Positions		
Total Hires to EEO Code "Protective Service Workers" Positions		
Total Hires to EEO Code "Paraprofessionals" Positions		
Total Hires to EEO Code "Administrative Support" Positions		
Total Hires to EEO Code "Skilled Craft Workers" Positions		
Total Hires to EEO Code "Service/Maintenance" Positions		
Total Hires to EEO Code "Faculty" Positions		
Total Hires to EEO Code "Other" Positions		

**1. Enter the total hires to positions for each EEO Code.**

	<b><u>Total Hires by Classification</u></b>	
	<b><u>FY21</u></b>	<b><u>FY22</u></b>
Total Classified Hires		
Total Wage Hires		
Total Agency Head Hires		

**2. Enter the total hires to positions for each classification.**

	<b><u>All Hires to Critical Roles</u></b>	
	<b><u>FY21</u></b>	<b><u>FY22</u></b>
Hires to Critical Positions		

**3. Enter the total hires to critical positions.**

#### **(Optional) Enter Hire Demographic Information**

To complete this optional step, enter the total number of hires for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency during the fiscal year in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<i>Total Hires by Gender</i>		
	FY21	FY22
Male Hires		
Female Hires		

**1. Enter the total number of hires for each gender.**

<i>Total Hires by Race</i>		
	FY21	FY22
American Indian or Alaskan Native Hires		
Asian Hires		
Black or African American Hires		
Hispanic or Latino Hires		
Native Hawaiian or Other Pac. Islander Hires		
White Hires		
Two or More Races		
Race Unknown or not Entered Hires		

**2. Enter the total number of hires for each race.**

<i>Total Hires for Additional Demographics</i>		
	FY21	FY22
Hires with Disabilities		
Veteran Hires		

**3. Enter the total number of hires for each demographic.**

### **(Optional) Step 3(b) and Step 3(c): Leader and Executive Hires**

To complete step 3(b) and step 3(c), enter the total number of hires to leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 3(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

### **Step 4: Enter Time to Fill Information**

If the RMS Report was used, the information from the report can be directly imported using the “Import Data from Other Sources” steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for total positions filled, vacant positions (if posted in the RMS), hires, applicant information, and time to fill. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for time to fill manually.

### **Step 4(a): Enter Time to Fill Information**

To complete step 4(a), enter the average time to fill for all positions and the average time to fill for by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>Average Time to Fill (All Positions)</u>		
	FY21	FY22
Average Time to Fill		

1. Enter average time to fill for all positions.

<u>Average Time to Fill by EEO Code</u>		
	FY21	FY22
Average Time to Fill for EEO Code "Officials and Administrators" Positions		
Average Time to Fill for EEO Code "Professionals" Positions		
Average Time to Fill for EEO Code "Technicians" Positions		
Average Time to Fill for EEO Code "Protective Service Workers" Positions		
Average Time to Fill for EEO Code "Paraprofessionals" Positions		
Average Time to Fill for EEO Code "Administrative Support" Positions		
Average Time to Fill for EEO Code "Skilled Craft Workers" Positions		
Average Time to Fill for EEO Code "Service/Maintenance" Positions		
Average Time to Fill for EEO Code "Faculty" Positions		
Average Time to Fill for EEO Code "Other" Positions		

2. Enter the average time to fill for each EEO Code.

<u>Average Time to Fill by Classification</u>		
	FY21	FY22
Average Time to Fill for Classified Positions		
Average Time to Fill for Wage Positions		
Average Time to Fill for Agency Head Positions		

3. Enter the average time to fill for each classification.

<u>Average Time to Fill for Critical Roles</u>		
	FY21	FY22
Average Time to Fill for Critical Positions		

4. Enter the average time to fill for critical positions.

#### **(Optional) Step 4(b) and Step 4(c): Leader and Executive Time to Fill**

To complete step 4(b) and step 4(c), enter the average time to fill for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 4(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

#### **(Optional) Step 4(d): Enter Time to Fill Information by Quarter**

To complete step 4(d), enter the average time to fill for all positions, leader positions, executive positions, and the average time to fill for by EEO Code, classification, and critical roles for each quarter in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

	<u>Quarter 1</u>		<u>Quarter 2</u>		<u>Quarter 3</u>		<u>Quarter 4</u>	
	FY21	FY22	FY21	FY22	FY21	FY22	FY21	FY22
Average Time to Fill for All Positions								
Average Time to Fill Leader Positions								
Average Time to Fill Executive Positions								

1. Enter the average time to fill for the respective positions (label on the left) for each quarter.

Repeat this process for each EEO Code, Classification, and Critical Positions.

### **(Optional Use): Workforce Insights Section**

The workforce insights section provides a brief review of the information entered above to assist with interpreting recruitment information that can help with completing the remaining steps. To adjust the graphics, select a fiscal year and demographic group from the drop down menus in the yellow boxes.

Select Items Below to Change Graphics:

Fiscal Year:	FY22
Demographic	ALL

1. Click on the yellow box to show the dropdown arrow. Click the dropdown arrow to select a different group.


Optional information can also be viewed or hidden within the workforce insights section by clicking the respective blue button (example shown below) to show or hide the respective section.

Show / Hide Time to Fill by Quarter

### **Step 5: Complete a SWOT Analysis**

To complete Step 5, enter a brief, high level, description of the items in each respective category (Strengths, Weaknesses, Opportunities, and Threats) for the area of recruitment in the yellow box beneath the respective category.

**NOTE:** See the SWOT help feature for additional information on the different categories.

 **Step 4: Complete a SWOT Analysis** Incomplete

**INSTRUCTIONS:** A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is one of many tools organizations can utilize to reflect on their internal and external environments. See below for a description of each area of the SWOT analysis. Enter a brief, high level, description of the items in each respective category for each area of the analysis. Use the check box beneath each category if there is nothing to enter.

**Step 4(a): Enter Agency Strengths** Incomplete

Strengths are elements INTERNAL to the Agency (defined as being within the control of the Agency) that ENHANCE an Agency's ability to meet the agency's needs regarding the continuity of operations.

1. Enter the description for the SWOT analysis area in the yellow box.

☐ Check box if there is nothing to enter for this category.

If there is nothing to enter for the respective SWOT Analysis category, the checkbox in the blue bar beneath the yellow can be selected. This will gray out the area for the respective SWOT Analysis area.

**Step 4(a): Enter Agency Strengths**

Complete

Strengths are elements **INTERNAL** to the Agency (defined as being within the control of the Agency) that **ENHANCE** an Agency's ability to meet the agency's needs regarding the continuity of operations.

☒ Check box if there is nothing to enter for this category.

Repeat this process for each of the areas of the SWOT Analysis.

**Step 6: Overall Recruitment Risk and Agency Preparedness**

To complete step 6, identify the overall risk level and agency preparedness level regarding the recruitment by using the slider to identify the specific level of risk and preparedness. After, enter a brief description of the agency needs to address any gaps between the risk and preparedness level or to maintain the current level of preparedness.

**Step 6(a): Identify Recruitment Risk**

To complete Step 6(a), use the slider or arrows in the blue box to identify the level of risk. Move the slider towards the bottom to increase the risk. The slider will change the graphic to the selected risk level.

**Step 6(a): Identify Recruitment Risk**

Incomplete

**INSTRUCTIONS:** Please identify the level of risk to the agency's recruitment efforts by using the gray slider bar on the left hand side. The arrow at the top lowers the risk and the arrow at the bottom increases the risk level. The darker gray bar can also be used to indicate the risk level, with the lower the bar the higher the risk.

LOWER RISK

CAN USE DARK GRAY BAR TO ADJUST RISK

INCREASE RISK

LOW RISK

MEDIUM RISK

HIGH RISK

SIGNIFICANT RISK

1. Use the slider (dark gray bar) or arrows to change the risk level. Changes to the risk level will adjust the graphic (shown below).

**Step 6(a): Identify Recruitment Risk**

Complete

**INSTRUCTIONS:** Please identify the level of risk to the agency's recruitment efforts by using the gray slider bar on the left hand side. The arrow at the top lowers the risk and the arrow at the bottom increases the risk level. The darker gray bar can also be used to indicate the risk level, with the lower the bar the higher the risk.

LOWER RISK

CAN USE DARK GRAY BAR TO ADJUST RISK

INCREASE RISK

LOW RISK

MEDIUM RISK

HIGH RISK

SIGNIFICANT RISK

### **Step 6(b): Identify Recruitment Preparedness**

To complete Step 6(b), use the same procedure as Step 6(a) to identify the agency preparedness level related to recruitment.

### **Step 6(c): Identify Agency Needs to Address Gap or Maintain Preparedness Level**

To complete Step 6(c), enter a brief description of the agency needs to address any gaps between the risk level and preparedness level identified for recruitment, or to maintain the current preparedness level in the yellow box (shown in the picture below).

#### ***Step 6(c): Agency Needs to Address Gap or Maintain Preparedness Level***

**Incomplete**

*INSTRUCTIONS: In the event the risk level exceeds the preparedness level, please provide a brief description in the yellow box below of the agency needs in order to address the gap between the recruitment risk level and preparedness. If the preparedness level is higher than the risk level, please provide a brief description of how the agency can maintain the higher preparedness level.*

- 1. Enter the description for the needs to address gaps or maintain preparedness.**



### **(Optional) Step 7: Check Spelling**

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the “Spell Check This Tab” purple button, which will launch the Excel spell check function.

#### ***(Optional) Step 7: Check Spelling***

*INSTRUCTIONS: To check the spelling of items on this tab, please click the blue "Spell Check This Tab" button below. Correcting the spelling on this tab will ensure the report is correct as well.*



- 1. Click Spell Check This Tab button to launch the Check Spelling function**

## **Retention & Engagement Tab**

The Retention and Engagement tab identifies key metrics related to retention and engagement of agency employees, which makes up the majority of the workforce metrics. This tab focuses on understanding how employees move within or out of the agency, how long they serve the agency, and more of their experience at the agency.

### (Optional) Step: Adjust Data Visibility as Needed

To assist with data entry and for ease of use, in-depth and comprehensive levels of analysis data elements (which are optional) can have their visibility toggled to prevent having to continually scroll between different elements.

To change the visibility, select visible or hidden from the dropdown menu next to the respective data element for the In-Depth and Comprehensive elements. **All items are visible by default but can be changed between visible or hidden at anytime**

**FOUNDATIONAL**

Visibility Cannot Be Changed

Average Years of Service	Visible
Internal Promotions	Visible
Internal Transfers	Visible
External Transfers	Visible
Voluntary Separations	Visible

*NOTE: Includes All Employees, Employees within First 5 Years, and First Year Employees.*

**IN-DEPTH**

Select either Visible or Hidden

All Leader Retention Metrics	Visible
All Executive Retention Metrics	Visible
Exit or Engagement Survey	Visible
Engagement Events	Visible
Employee Recognition	Visible

**COMPREHENSIVE**

Select either Visible or Hidden

Retention Demographics	Visible
------------------------	---------

1. Click Cell to Show Dropdown and Select

**FOUNDATIONAL**

Visibility Cannot Be Changed

Average Years of Service	Visible
Internal Promotions	Visible
Internal Transfers	Visible
External Transfers	Visible
Voluntary Separations	Visible

*NOTE: Includes All Employees, Employees within First 5 Years, and First Year Employees.*

**IN-DEPTH**

Select either Visible or Hidden

All Leader Retention Metrics	Visible
All Executive Retention Metrics	Visible
Exit or Engagement Survey	Visible
Engagement Events	Visible
Employee Recognition	Visible

**COMPREHENSIVE**

Select either Visible or Hidden

Retention Demographics	Hidden
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Each time the visibility of data elements are changed, the tab will need to be refreshed. If the tab needs to be refreshed, the indicator will display “Need to Refresh Visibility”. The tab can be refreshed by clicking the blue “Click to Refresh Data Entry Visibility” button. After, the indicator will say “All Selected Data Elements are Visible”.

*Need to Refresh Visibility.*

Click to Refresh Data Entry Visibility

1. Click to Refresh Tab

*All Selected Data Elements are Visible.*

Click to Refresh Data Entry Visibility

If not using Macros, the employee classification list can be refreshed by going to cell “W1” and clicking the filter icon. After, ensure the “0” box is unchecked, click Ok.



## **Step 1: Enter Retention Information for All Employees**

If the HuRman or Cardinal Transaction Report was used, the information from the report can be directly imported using the “Import Data from Other Sources” steps outlined in the Getting Started Tab section. The transaction codes are identified as either internal promotion, internal transfer, external transfer or voluntary separation based on the categorization map in the Agency Profile.

Using the 2 step process to import the information will identify the respective metrics for employees within their first five years, and employees in their first year. This information is broken down for all employees, leaders, and executives by EEO code, classification, critical roles and demographics. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective retention information manually.

### **Step 1(a): Enter Average Years of Service for All Employees**

To complete step 1(a), enter the average years of service for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>Average Years of Service for All Employees</u>		
	FY21	FY22
Average Years of Service for All Employees		

1. Enter average years of service for all employees.

<u>Average Years of Service for All Employees by EEO Code</u>		
	FY21	FY22
Average Years of Service for EEO Code "Officials and Administrators" Employees		
Average Years of Service for EEO Code "Professionals" Employees		
Average Years of Service for EEO Code "Technicians" Employees		
Average Years of Service for EEO Code "Protective Service Workers" Employees		
Average Years of Service for EEO Code "Paraprofessionals" Employees		
Average Years of Service for EEO Code "Administrative Support" Employees		
Average Years of Service for EEO Code "Skilled Craft Workers" Employees		
Average Years of Service for EEO Code "Service/Maintenance" Employees		
Average Years of Service for EEO Code "Faculty" Employees		
Average Years of Service for EEO Code "Other" Employees		

2. Enter the average years of service for each EEO Code.

<u>Average Years of Service for All Employees by Classification</u>		
	FY21	FY22
Classified Employees Average Years of Service		
Wage Employees Average Years of Service		
Agency Head Employees Average Years of Service		

3. Enter the average years of service for each classification.

<u>Average Years of Service for All Employees in Critical Roles</u>		
	FY21	FY22
Average Years of Service for Critical Positions		

4. Enter the average years of service for critical positions.

### **Optional) Enter Average Years of Service Demographic Information**

To complete this optional step, enter average years of service for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



Average Years of Service for All Employees by Gender

	FY21	FY22
Male Average Years of Service		
Female Average Years of Service		

Average Years of Service for All Employees by Race

	FY21	FY22
American Indian or Alaskan Native Average Years of Service		
Asian Average Years of Service		
Black or African American Average Years of Service		
Hispanic or Latino Average Years of Service		
Native Hawaiian or Other Pac. Islander Average Years of Service		
White Average Years of Service		
Two or More Races Average Years of Service		
Race Unknown or not Entered Average Years of Service		

Average Years of Service for All Employees of Additional Demographics

	FY21	FY22
Average Years of Service for Employees with Disabilities		
Veteran Average Years of Service		

1. Enter the average years of service for each gender.

2. Enter the average years of service for each race.

3. Enter the average years of service for each demographic.

### **(Optional) Step 1(a-i) and Step 1(a-ii): Leader and Executive Average Years of Service**

To complete Step 1(a-i) and Step 1(a-ii) enter the average years of service for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 1(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

### **Step 1(b): Enter Internal Promotions for All Employees**

To complete step 1(b), enter the total internal promotions for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Internal Promotions of All Employees

	FY21	FY22
Internal Promotions of All Employees		

Internal Promotions of All Employees by EEO Code

	FY21	FY22
Internal Promotions of EEO Code "Officials and Administrators" Employees		
Internal Promotions of EEO Code "Professionals" Employees		
Internal Promotions of EEO Code "Technicians" Employees		
Internal Promotions of EEO Code "Protective Service Workers" Employees		
Internal Promotions of EEO Code "Paraprofessionals" Employees		
Internal Promotions of EEO Code "Administrative Support" Employees		
Internal Promotions of EEO Code "Skilled Craft Workers" Employees		
Internal Promotions of EEO Code "Service/Maintenance" Employees		
Internal Promotions of EEO Code "Faculty" Employees		
Internal Promotions of EEO Code "Other" Employees		

Internal Promotions of All Employees by Classification

	FY21	FY22
Classified Employees Internal Promotions		
Wage Employees Internal Promotions		
Agency Head Employees Internal Promotions		

Internal Promotions of All Employees in Critical Roles

	FY21	FY22
Internal Promotions of Critical Positions		

1. Enter total internal promotions for all employees.

2. Enter the internal promotions for each EEO Code.

3. Enter the internal promotions for each classification.

4. Enter the internal promotions for critical positions.

### **Optional) Enter Internal Promotions Demographic Information**

To complete this optional step, enter the internal promotions for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<i>Internal Promotions of All Employees by Gender</i>		
	<i>FY21</i>	<i>FY22</i>
Male Internal Promotions		
Female Internal Promotions		

**1. Enter the internal promotions for each gender.**

<i>Internal Promotions of All Employees by Race</i>		
	<i>FY21</i>	<i>FY22</i>
American Indian or Alaskan Native Internal Promotions		
Asian Internal Promotions		
Black or African American Internal Promotions		
Hispanic or Latino Internal Promotions		
Native Hawaiian or Other Pac. Islander Internal Promotions		
White Internal Promotions		
Two or More Races Internal Promotions		
Race Unknown or not Entered Internal Promotions		

**2. Enter the internal promotions for each race.**

<i>Internal Promotions of All Employees of Additional Demographics</i>		
	<i>FY21</i>	<i>FY22</i>
Internal Promotions of Employees with Disabilities		
Veteran Internal Promotions		

**3. Enter the internal promotions for each demographic.**

### **(Optional) Step 1(b-i) and Step 1(b-ii): Leader and Executive Internal Promotions**

To complete Step 1(b-i) and Step 1(b-ii) enter the internal promotions for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 1(b), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

### **Step 1(c): Enter Internal Transfers for All Employees**

To complete step 1(c), enter the total internal transfers for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

**Internal Transfers of All Employees**

	FY21	FY22
Internal Transfers of All Employees		

**1. Enter total internal transfers for all employees.**

**Internal Transfers of All Employees by EEO Code**

	FY21	FY22
Internal Transfers of EEO Code "Officials and Administrators" Employees		
Internal Transfers of EEO Code "Professionals" Employees		
Internal Transfers of EEO Code "Technicians" Employees		
Internal Transfers of EEO Code "Protective Service Workers" Employees		
Internal Transfers of EEO Code "Paraprofessionals" Employees		
Internal Transfers of EEO Code "Administrative Support" Employees		
Internal Transfers of EEO Code "Skilled Craft Workers" Employees		
Internal Transfers of EEO Code "Service/Maintenance" Employees		
Internal Transfers of EEO Code "Faculty" Employees		
Internal Transfers of EEO Code "Other" Employees		

**2. Enter the internal transfers for each EEO Code.**

**Internal Transfers of All Employees by Classification**

	FY21	FY22
Classified Employees Internal Transfers		
Wage Employees Internal Transfers		
Agency Head Employees Internal Transfers		

**3. Enter the internal transfers for each classification.**

**Internal Transfers of All Employees in Critical Roles**

	FY21	FY22
Internal Transfers of Critical Positions		

**4. Enter the internal transfers for critical positions.**

### **Optional) Enter Internal Transfers Demographic Information**

To complete this optional step, enter internal transfers for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

**Internal Transfers of All Employees by Gender**

	FY21	FY22
Male Internal Transfers		
Female Internal Transfers		

**1. Enter the internal transfers for each gender.**

**Internal Transfers of All Employees by Race**

	FY21	FY22
American Indian or Alaskan Native Internal Transfers		
Asian Internal Transfers		
Black or African American Internal Transfers		
Hispanic or Latino Internal Transfers		
Native Hawaiian or Other Pac. Islander Internal Transfers		
White Internal Transfers		
Two or More Races Internal Transfers		
Race Unknown or not Entered Internal Transfers		

**2. Enter the internal transfers for each race.**

**Internal Transfers of All Employees of Additional Demographics**

	FY21	FY22
Internal Transfers of Employees with Disabilities		
Veteran Internal Transfers		

**3. Enter the internal transfers for each demographic.**

### **(Optional) Step 1(c-i) and Step 1(c-ii): Leader and Executive Internal Transfers**

To complete Step 1(c-i) and Step 1(c-ii) enter the internal transfers for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the

same procedures as step 1(c), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

### **Step 1(d): Enter External Transfers for All Employees**

To complete step 1(d), enter the external transfers for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>External Transfers of All Employees</u>		
	FY21	FY22
External Transfers of All Employees		

1. Enter total external transfers for all employees.

<u>External Transfers of All Employees by EEO Code</u>		
	FY21	FY22
External Transfers of EEO Code "Officials and Administrators" Employees		
External Transfers of EEO Code "Professionals" Employees		
External Transfers of EEO Code "Technicians" Employees		
External Transfers of EEO Code "Protective Service Workers" Employees		
External Transfers of EEO Code "Paraprofessionals" Employees		
External Transfers of EEO Code "Administrative Support" Employees		
External Transfers of EEO Code "Skilled Craft Workers" Employees		
External Transfers of EEO Code "Service/Maintenance" Employees		
External Transfers of EEO Code "Faculty" Employees		
External Transfers of EEO Code "Other" Employees		

2. Enter the external transfers for each EEO Code.

<u>External Transfers of All Employees by Classification</u>		
	FY21	FY22
Classified Employees External Transfers		
Wage Employees External Transfers		
Agency Head Employees External Transfers		

3. Enter the external transfers for each classification.

<u>External Transfers of All Employees in Critical Roles</u>		
	FY21	FY22
External Transfers of Critical Positions		

4. Enter the external transfers for critical positions.

### **Optional) Enter External Transfers Demographic Information**

To complete this optional step, enter external transfers for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>External Transfers of All Employees by Gender</u>		
	FY21	FY22
Male External Transfers		
Female External Transfers		

1. Enter the external transfers for each gender.

<u>External Transfers of All Employees by Race</u>		
	FY21	FY22
American Indian or Alaskan Native External Transfers		
Asian External Transfers		
Black or African American External Transfers		
Hispanic or Latino External Transfers		
Native Hawaiian or Other Pac. Islander External Transfers		
White External Transfers		
Two or More Races External Transfers		
Race Unknown or not Entered External Transfers		

2. Enter the external transfers for each race.

<u>External Transfers of All Employees of Additional Demographics</u>		
	FY21	FY22
External Transfers of Employees with Disabilities		
Veteran External Transfers		

3. Enter the external transfers for each demographic.

### **(Optional) Step 1(d-i) and Step 1(d-ii): Leader and Executive External Transfers**

To complete Step 1(d-i) and Step 1(d-ii) enter the external transfers for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 1(d), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

### **Step 1(e): Enter Voluntary Separations for All Employees**

To complete step 1(e), enter the voluntary separations for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

The diagram illustrates the process of entering voluntary separations through four distinct tables, each with columns for FY21 and FY22. Red arrows and numbers indicate the sequence of data entry:

- Table 1: Voluntary Separations of All Employees**  
This table has two columns: FY21 and FY22. A red arrow points to the FY22 column with the instruction: "1. Enter total voluntary separations for all employees."
- Table 2: Voluntary Separations of All Employees by EEO Code**  
This table lists various EEO codes on the left and has columns for FY21 and FY22. A red arrow points to the FY22 column with the instruction: "2. Enter the voluntary separations for each EEO Code."
- Table 3: Voluntary Separations of All Employees by Classification**  
This table lists classifications (Classified Employees, Wage Employees, Agency Head Employees) on the left and has columns for FY21 and FY22. A red arrow points to the FY22 column with the instruction: "3. Enter the voluntary separations for each classification."
- Table 4: Voluntary Separations of All Employees in Critical Roles**  
This table has two columns: FY21 and FY22. A red arrow points to the FY22 column with the instruction: "4. Enter the voluntary separations for critical positions."

### **(Optional) Enter Voluntary Separations Demographic Information**

To complete this optional step, enter voluntary separations for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

**Voluntary Separations of All Employees by Gender**

	FY21	FY22
Male Voluntary Separations		
Female Voluntary Separations		

**1. Enter the voluntary separations for each gender.**

**Voluntary Separations of All Employees by Race**

	FY21	FY22
American Indian or Alaskan Native Voluntary Separations		
Asian Voluntary Separations		
Black or African American Voluntary Separations		
Hispanic or Latino Voluntary Separations		
Native Hawaiian or Other Pac. Islander Voluntary Separations		
White Voluntary Separations		
Two or More Races Voluntary Separations		
Race Unknown or not Entered Voluntary Separations		

**2. Enter the voluntary separations for each race.**

**Voluntary Separations of All Employees of Additional Demographics**

	FY21	FY22
Voluntary Separations of Employees with Disabilities		
Veteran Voluntary Separations		

**3. Enter the voluntary separations for each demographic.**

### **(Optional) Step 1(e-i) and Step 1(e-ii): Leader and Executive Voluntary Separations**

To complete Step 1(e-i) and Step 1(e-ii) enter the voluntary separations for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 1(e), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

### **Step 2: Enter Retention Information for Employees in their First Five Years**

If the HuRman or Cardinal Transaction Report was used, the information from the report can be directly imported using the “Import Data from Other Sources” steps outlined in the Getting Started Tab section. The transaction codes are identified as either internal promotion, internal transfer, external transfer or voluntary separation based on the categorization map in the Agency Profile.

Using the 2 step process to import the information will identify the respective metrics for employees within their first five years, and employees in their first year. This information is broken down for all employees, leaders, and executives by EEO code, classification, critical roles and demographics. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective retention information manually.

### **Step 2(a): Enter Total Employees within First Five Years**

To complete step 2(a), enter the total number of employees in their first five years at the agency and the total number of employees in their first five years at the agency by EEO Code in the yellow boxes (shown in the picture below).



<u>Total Employees in First Five Years</u>		
	FY21	FY22
Total Number of Employees in First Five Years		

<u>Total Employees in First Five Years by EEO Code</u>		
	FY21	FY22
Total EEO Code "Officials and Administrators" in First Five Years		
Total EEO Code "Professionals" in First Five Years		
Total EEO Code "Technicians" in First Five Years		
Total EEO Code "Protective Service Workers" in First Five Years		
Total EEO Code "Paraprofessionals" in First Five Years		
Total EEO Code "Administrative Support" in First Five Years		
Total EEO Code "Skilled Craft Workers" in First Five Years		
Total EEO Code "Service/Maintenance" in First Five Years		
Total EEO Code "Faculty" in First Five Years		
Total EEO Code "Other" in First Five Years		

1. Enter the total number of employees in their first five years.

2. Enter the total number of employees in their first five years for each EEO code.

### **Step 2(a)-Step 2(e): Enter Total Employees within First Five Years**

To complete the remaining steps for employees within their first five years, follow the same process used to complete step 1. Step 2 follows the exact same pattern of average years of service, internal promotions, internal transfers, external transfers, and voluntary separations.

### **Step 3: Enter Retention Information for Employees in their First Year**

If the HuRman or Cardinal Transaction Report was used, the information from the report can be directly imported using the "Import Data from Other Sources" steps outlined in the Getting Started Tab section. The transaction codes are identified as either internal promotion, internal transfer, external transfer or voluntary separation based on the categorization map in the Agency Profile.

Using the 2 step process to import the information will identify the respective metrics for employees within their first five years, and employees in their first year. This information is broken down for all employees, leaders, and executives by EEO code, classification, critical roles and demographics. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective retention information manually.

### **Step 2(a): Enter Total Employees within First Year**

To complete step 2(a), enter the total number of employees in their first year at the agency and the total number of employees in their first five years at the agency by EEO Code in the yellow boxes (shown in the picture below).

<u>Total Employees in First Year</u>		
	FY21	FY22
Total Number of Employees in First Year		

<u>Total Employees in First Year by EEO Code</u>		
	FY21	FY22
Total EEO Code "Officials and Administrators" in First Year		
Total EEO Code "Professionals" in First Year		
Total EEO Code "Technicians" in First Year		
Total EEO Code "Protective Service Workers" in First Year		
Total EEO Code "Paraprofessionals" in First Year		
Total EEO Code "Administrative Support" in First Year		
Total EEO Code "Skilled Craft Workers" in First Year		
Total EEO Code "Service/Maintenance" in First Year		
Total EEO Code "Faculty" in First Year		
Total EEO Code "Other" in First Year		

1. Enter the total number of employees in their first year.

2. Enter the total number of employees in their first year for each EEO code.

### **Step 3(a)-Step 3(e): Enter Total Employees within First Year**

To complete the remaining steps for employees within their first \year, follow the same process used to complete step 1 and step 2. Step 3 follows the exact same pattern of average years of service, internal promotions, internal transfers, external transfers, and voluntary separations.

### **(Optional) Step 4: Enter Engagement Information**

To complete Step 4, enter information pertaining to employee engagement, to include the exit surveys, any agency exit or engagement surveys, any engagement events held during the fiscal year and any employee recognition awarded.

### **(Optional) Step 4(a): Enter Commonwealth of Virginia Exit Survey Results**

To complete Step 4(a), enter the total survey participants, net promoter score, percent favorable and percent highly influenced to leave scores for the respective survey categories in the green boxes (shown below).

Reports for the Commonwealth of Virginia Exit Survey can be accessed by select individuals at the Agency or DHRM can run reports for agencies upon request.

<u>Fiscal Year Total Survey Participants</u>		
	<u>FY21</u>	<u>FY22</u>
Total Survey Participants	<input type="text"/>	<input type="text"/>

1. Enter the total number of survey participants.

<u>Fiscal Year Survey Net Promotor Score</u>		
	<u>FY21</u>	<u>FY22</u>
Net Promoter Score	<input type="text"/>	<input type="text"/>

2. Enter the Net Promoter Score for the FY.

<u>Job Experience % Favorable</u>		
	<u>FY21</u>	<u>FY22</u>
Management / Leadership	<input type="text"/>	<input type="text"/>
Growth Opportunities	<input type="text"/>	<input type="text"/>
Person / Work Fit	<input type="text"/>	<input type="text"/>
Work Environment	<input type="text"/>	<input type="text"/>
Rewards	<input type="text"/>	<input type="text"/>
Meaningful Work	<input type="text"/>	<input type="text"/>

3. Enter percent favorable (green) for each survey area.

<u>Reason For Leaving % Highly Influenced</u>		
	<u>FY21</u>	<u>FY22</u>
Management / Leadership	<input type="text"/>	<input type="text"/>
Growth Opportunities	<input type="text"/>	<input type="text"/>
Person / Work Fit	<input type="text"/>	<input type="text"/>
Work Environment	<input type="text"/>	<input type="text"/>
Rewards	<input type="text"/>	<input type="text"/>

4. Enter percent of highly influenced to leave (red) percent.

### **(Optional) Step 4(b): Enter Agency Exit or Engagement Survey Results**

To complete Step 4(b), enter the survey title, total survey participants, overall score name and score, and survey area names and percent favorable for either the agency exit survey or agency engagement survey in the green boxes (shown below).

The form contains the following sections and instructions:

- 1. Enter Survey Title:** Points to the "Agency Exit Survey Title" text box.
- 2. Enter the total number of survey participants:** Points to the "Fiscal Year Total Exit Survey Participants" section, specifically the "FY22" input box.
- 3. Enter overall score name (such as Net Promoter Score):** Points to the "Fiscal Year Exit Survey Overall Score (Example: Net Promoter Score)" section, specifically the "FY21" input box.
- 4. Enter the overall survey score:** Points to the "FY22" input box in the overall score section.
- 5. Enter Survey Area Names:** Points to the large table for "Percent Favorable by Category".
- 6. Enter Favorable Score for each survey category:** Points to the "FY22" column in the "Percent Favorable by Category" table.

**NOTE:** This process can be repeated to enter the information for both the agency's own exit survey and/or engagement survey.

### **(Optional) Step 4(c): Enter Agency Engagement Events**

To complete Step 4(c), enter the event name, purpose, date held, and attendance by clicking blue button (shown in the pictures below). Up to 15 events can be added.

**If Not Using the Excel Macros, Skip to Step 4(c-i)**

#### **(Optional) Step 4(c): Enter Agency Engagement Events**

**INSTRUCTIONS:** Please enter any events hosted by the agency to promote employee engagement (such as social events, recognition events, thank you events, etc.). Please enter the name, a very brief description or purpose of the event, the date the event was held and the number of individuals who attended the event by clicking the blue "Add Event" button. Up to 15 events can be added.

The form includes the following elements and instructions:

- 1. Click the "Add Engagement Event" to add an event:** Points to the "Add Engagement Event" button.
- 2. Enter Event Name:** Points to the "Event Name" column in the table.
- 3. Enter Description or Event Purpose:** Points to the "Very Brief Description / Event Purpose" column in the table.
- 4. Enter Date Held:** Points to the "Date Held" column in the table.
- 5. Enter Event Attendance:** Points to the "Attendance" column in the table.

Event Name	Very Brief Description / Event Purpose	Date Held	Attendance
Example Event	Example	8/10/2021	10

### (Optional) Step 4(c): Enter Agency Engagement Events

**INSTRUCTIONS:** Please enter any events hosted by the agency to promote employee engagement (such as social events, recognition events, thank you events, etc.). Please enter the name, a very brief description or purpose of the event, the date the event was held and the number of individuals who attended the event by clicking the blue "Add Event" button. Up to 15 events can be added.

		Add Engagement Event	Remove Last Engagement Event
Event Name	Very Brief Description / Event Purpose	Date Held	Attendance
Example Event	Example	8/10/2021	10

Click to Remove Last Event Added

### (Optional) Step 4(c-i): Enter Agency Engagement Events without Macros

If the blue buttons were used to add engagement events, this step can be skipped.

In the event Macros are not being used, agency engagement events can be entered by first entering the total number in the green box.

### (Optional) Step 4(c-i): Enter Engagement Event if not using Macros

If chosen not to use Macros, please indicate the number of engagement events that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the scores for each area in the cells above.

Total Number of Engagement Events

1. Enter the Total Number of Events

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
HOME			AGENCY PROFILE			RECRUITMENT			WORKFORCE DEVELOPMENT			AGENCY STRATEGY				
GETTING STARTED			CONTINUITY OF OPERATIONS			RETENTION & ENGAGEMENT (CURRENT TAB)			FUTURE DIRECTION			WF PLANNING SUMMARY				

**INSTRUCTIONS:** Please enter any events hosted by the agency to promote employee engagement (such as social events, recognition events, thank you events, etc.). Please enter the name, a very brief description or purpose of the event, the date the event was held and the number of individuals who attended the event by clicking the blue "Add Event" button. Up to 15 events can be added.

Add Engagement Event Remove Last Engagement Event

Event Name	Very Brief Description / Event Purpose	Date Held	Attendance
Example Event	Example	8/10/2021	10

2. Click the filter Icon to show filter menu

### (Optional) Step 4(c-i): Enter Engagement Event if not using Macros

If chosen not to use Macros, please indicate the number of engagement events that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above.

Total Number of Engagement Events

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	
HOME			AGENCY PROFILE			RECRUITMENT			WORKFORCE DEVELOPMENT			AGENCY STRATEGY											
GETTING STARTED			CONTINUITY OF OPERATIONS			RETENTION & ENGAGEMENT <small>(CURRENT TAB)</small>			FUTURE DIRECTION			WF PLANNING SUMMARY											

**INSTRUCTIONS:** Please enter any events hosted by the agency to promote employee engagement (such as social events, recognition events, thank you events, etc.). Please enter the name, a very brief description or purpose of the event, the date the event was held and the number of individuals who attended the event by clicking the blue "Add Event" button. Up to 15 events can be added.

Add Engagement Event Remove Last Engagement Event

Event Name	Very Brief Description / Event Purpose	Date Held	Attendance
Example Event	Example	8/10/2021	10

### (Optional) Step 4(c-i): Enter Engagement Event if not using Macros

If chosen not to use Macros, please indicate the number of engagement events that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above.

Total Number of Engagement Events

3. Verify "0" is unchecked

4. Click Ok

### **(Optional) Step 4(d): Enter Employee Recognition**

To complete Step 4(d), select the recognition type from the dropdown that best aligns with the recognition or select other, enter the recognition type if other is selected, a brief description of the recognition and the number of employees recognized by clicking the blue button and entering the information in the green boxes (shown in the pictures below). Up to 20 recognition items can be added.

### **If Not Using the Excel Macros, Skip to Step 4(d-i)**

#### **(Optional) Step 4(d): Enter Employee Recognition**

**INSTRUCTIONS:** Please enter any types of recognition used at the agency during the reporting fiscal year. Please enter the recognition type from the dropdown menu, enter a brief name if other, a very brief description of the recognition or award and the number of individuals who have been recognized with the award by clicking the "Add Recognition Item" blue button. Up to 20 recognition items can be added.

**1. Click the "Add Recognition Item" to add recognition.**

Add Recognition Item

Remove Last Recognition Item

Recognition Type	If Other, Enter Type/Name	Very Brief Description of Recognition / Award	Number Recognized
Recognition Leave		Example	5
Other	Recognition Bonus	Example	1

**2. Select Recognition Type**

**3. Enter Type if "Other"**

**4. Enter Description of Award**

**5. Enter Number of Employees Recognized**

#### **(Optional) Step 4(d): Enter Employee Recognition**

**INSTRUCTIONS:** Please enter any types of recognition used at the agency during the reporting fiscal year. Please enter the recognition type from the dropdown menu, enter a brief name if other, a very brief description of the recognition or award and the number of individuals who have been recognized with the award by clicking the "Add Recognition Item" blue button. Up to 20 recognition items can be added.

Add Recognition Item

Remove Last Recognition Item

Recognition Type	If Other, Enter Type/Name	Very Brief Description of Recognition / Award	Number Recognized
Recognition Leave		Example	5
Other	Recognition Bonus	Example	1

**Click to Remove Last Recognition Item Added**

### **(Optional) Step 4(d-i): Enter Employee Recognition without Macros**

**If the blue buttons were used to add recognition items, this step can be skipped.**

In the event Macros are not being used, agency recognition items can be entered by first entering the total number in the green box.

### (Optional) Step 4(d-i): Enter Employee Recognition if not using Macros

If chosen not to use Macros, please indicate the number of employee recognition items that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the scores for each area in the cells above.

Total Number of Employee Recognition Items

1. Enter the Total Number of Recognition Items

HOME	AGENCY PROFILE	RECRUITMENT	WORKFORCE DEVELOPMENT	AGENCY STRATEGY
GETTING STARTED	CONTINUITY OF OPERATIONS	RETENTION & ENGAGEMENT (CURRENT YEAR)	FUTURE DIRECTION	WF PLANNING SUMMARY

2. Click the filter Icon to show filter menu

#### (Optional) Step 4(d): Enter Employee Recognition

**INSTRUCTIONS:** Please enter any types of recognition used at the agency during the reporting fiscal year. Please enter the recognition type from the dropdown menu, enter a brief name if other, a very brief description of the recognition or award and the number of individuals who have been recognized with the award by clicking the "Add Recognition Item" blue button. Up to 20 recognition items can be added.

Add Recognition Item Remove Last Recognition Item

Recognition Type	If Other, Enter Type/Name	Very Brief Description of Recognition / Award	Number Recognized
Recognition Leave		Example	5
Other	Recognition Bonus	Example	1

#### (Optional) Step 4(d-i): Enter Employee Recognition if not using Macros

If chosen not to use Macros, please indicate the number of employee recognition items that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the scores for each area in the cells above.

Total Number of Employee Recognition Items

HOME	AGENCY PROFILE	RECRUITMENT	WORKFORCE DEVELOPMENT	AGENCY STRATEGY
GETTING STARTED	CONTINUITY OF OPERATIONS	RETENTION & ENGAGEMENT (CURRENT YEAR)	FUTURE DIRECTION	WF PLANNING SUMMARY

#### (Optional) Step 4(d): Enter Employee Recognition

**INSTRUCTIONS:** Please enter any types of recognition used at the agency during the reporting fiscal year. Please enter the recognition type from the dropdown menu, enter a brief name if other, a very brief description of the recognition or award and the number of individuals who have been recognized with the award by clicking the "Add Recognition Item" blue button. Up to 20 recognition items can be added.

Add Recognition Item Remove Last Recognition Item

Recognition Type	If Other, Enter Type/Name	Very Brief Description of Recognition / Award	Number Recognized
Recognition Leave		Example	5
Other	Recognition Bonus	Example	1

#### (Optional) Step 4(d-i): Enter Employee Recognition if not using Macros

If chosen not to use Macros, please indicate the number of employee recognition items that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the scores for each area in the cells above.

Total Number of Employee Recognition Items

Sort Smallest to Largest  
Sort Largest to Smallest  
Sort by Color  
Clear Filter From "1"  
Filter by Color  
Number Filters  
Search  
Select All  
0  
1  
OK Cancel

3. Verify "0" is unchecked

4. Click Ok

### (Optional Use): Workforce Insights Section

The workforce insights section provides a brief review of the information entered above to assist with interpreting retention and engagement information that can help with completing the remaining steps. To adjust the graphics, select a fiscal year, demographic group, and years of service group from the drop down menus in the yellow boxes.



Select Items Below to Change Graphics:

Fiscal Year:	FY22
Demographic:	ALL
Years of Service Group:	All Employees

1. Click on the yellow box to show the dropdown arrow. Click the dropdown arrow to select a different group.

Optional information can also be viewed or hidden within the workforce insights section by clicking the respective blue button (example shown below) to show or hide the respective section.

Show / Hide Demographic Breakdown

### Step 5: Complete a SWOT Analysis

To complete Step 5, enter a brief, high level, description of the items in each respective category (Strengths, Weaknesses, Opportunities, and Threats) for the area of retention and engagement in the yellow box beneath the respective category.

**NOTE:** See the SWOT help feature for additional information on the different categories.

**Click for Help if needed**

**Step 5: Complete a SWOT Analysis** Incomplete

**INSTRUCTIONS:** A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is one of many tools organizations can utilize to reflect on their internal and external environments. See below for a description of each area of the SWOT analysis. Enter a brief, high level, description of the items in each respective category for each area of the analysis. Use the check box beneath each category if there is nothing to enter.

**Step 5(a): Enter Agency Strengths** Incomplete

Strengths are elements INTERNAL to the Agency (defined as being within the control of the Agency) that ENHANCE an Agency's ability to meet the agency's retention and engagement needs.

1. Enter the description for the SWOT analysis area in the yellow box.

☐ Check box if there is nothing to enter for this category.

If there is nothing to enter for the respective SWOT Analysis category, the checkbox in the blue bar beneath the yellow can be selected. This will gray out the area for the respective SWOT Analysis area.

**Step 5(a): Enter Agency Strengths** Complete

Strengths are elements INTERNAL to the Agency (defined as being within the control of the Agency) that ENHANCE an Agency's ability to meet the agency's retention and engagement needs.

☒ Check box if there is nothing to enter for this category.

Repeat this process for each of the areas of the SWOT Analysis.

### **Step 6: Overall Retention and Engagement Risk and Agency Preparedness**

To complete step 6, identify the overall risk level and agency preparedness level regarding the retention and engagement by using the slider to identify the specific level of risk and preparedness. After, enter a brief description of the agency needs to address any gaps between the risk and preparedness level or to maintain the current level of preparedness.

#### **Step 6(a): Identify Retention and Engagement Risk**

To complete Step 6(a), use the slider or arrows in the blue box to identify the level of risk. Move the slider towards the bottom to increase the risk. The slider will change the graphic to the selected risk level.

**Step 6(a): Identify Retention and Engagement Risk**Incomplete

**INSTRUCTIONS:** Please identify the level of risk to the agency's retention and engagement efforts by using the gray slider bar on the left hand side. The arrow at the top lowers the risk and the arrow at the bottom increases the risk level. The darker gray bar can also be used to indicate the risk level, with the lower the bar the higher the risk.

LOWER RISK

CAN USE DARK GRAY BAR TO ADJUST RISK

INCREASE RISK

^

v

LOW RISK

MEDIUM RISK

HIGH RISK

SIGNIFICANT RISK

1. Use the slider (dark gray bar) or arrows to change the risk level. Changes to the risk level will adjust the graphic (shown below).

**Step 6(a): Identify Retention and Engagement Risk**Complete

**INSTRUCTIONS:** Please identify the level of risk to the agency's retention and engagement efforts by using the gray slider bar on the left hand side. The arrow at the top lowers the risk and the arrow at the bottom increases the risk level. The darker gray bar can also be used to indicate the risk level, with the lower the bar the higher the risk.

LOWER RISK

CAN USE DARK GRAY BAR TO ADJUST RISK

INCREASE RISK

^

v

LOW RISK

MEDIUM RISK

HIGH RISK

SIGNIFICANT RISK

#### **Step 6(b): Identify Retention and Engagement Preparedness**

To complete Step 6(b), use the same procedure as Step 6(a) to identify the agency preparedness level related to retention and engagement.

### **Step 6(c): Identify Agency Needs to Address Gap or Maintain Preparedness Level**

To complete Step 6(c), enter a brief description of the agency needs to address any gaps between the risk level and preparedness level identified for retention and engagement, or to maintain the current preparedness level in the yellow box (shown in the picture below).

#### ***Step 6(c): Agency Needs to Address Gap or Maintain Preparedness Level***

***Incomplete***

***INSTRUCTIONS:*** In the event the risk level exceeds the preparedness level, please provide a brief description in the yellow box below of the agency needs in order to address the gap between the retention and engagement risk level and preparedness. If the preparedness level is higher than the risk level, please provide a brief description of how the agency can maintain the higher preparedness level.

- 1. Enter the description for the needs to address gaps or maintain preparedness.**



### **(Optional) Step 7: Check Spelling**

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the “Spell Check This Tab” purple button, which will launch the Excel spell check function.

#### ***(Optional) Step 7: Check Spelling***

***INSTRUCTIONS:*** To check the spelling of items on this tab, please click the blue “Spell Check This Tab” button below. Correcting the spelling on this tab will ensure the report is correct as well.



- 1. Click Spell Check This Tab button to launch the Check Spelling function**

## **Workforce Development Tab**

The Workforce Development Tab focuses on answering the question “how does the agency develop its workforce?” by providing agencies the ability to explore the impacts of development initiatives. Specifically, agencies explore initiatives related to critical roles, executive positions, to address upcoming retirements, or any other agency practices that support the development of employees.

### **(Optional) Step: Adjust Data Visibility as Needed**

To assist with data entry and for ease of use, in-depth and comprehensive levels of analysis data elements (which are optional) can have their visibility toggled to prevent having to continually scroll between different elements.

To change the visibility, select visible or hidden from the dropdown menu next to the respective data element for the In-Depth and Comprehensive elements. **All items are visible by default but can be changed between visible or hidden at anytime**

**FOUNDATIONAL**

Visibility Cannot Be Changed

Internship Information **Visible**

**IN-DEPTH**

Select either Visible or Hidden

Internship Details **Visible**

Workforce Development Details **Visible**

Critical Roles Development Details **Visible**

Development to Address Retirements **Visible**

Executive Development **Visible**

Development Support **Visible**

**COMPREHENSIVE**

Select either Visible or Hidden

Development Demographics **Visible**

1. Click Cell to Show Dropdown and Select

**FOUNDATIONAL**

Visibility Cannot Be Changed

Internship Information **Visible**

**IN-DEPTH**

Select either Visible or Hidden

Internship Details **Visible**

Workforce Development Details **Visible**

Critical Roles Development Details **Visible**

Development to Address Retirements **Visible**

Executive Development **Visible**

Development Support **Visible**

**COMPREHENSIVE**

Select either Visible or Hidden

Development Demographics **Hidden**

Each time the visibility of data elements are changed, the tab will need to be refreshed. If the tab needs to be refreshed, the indicator will display “Need to Refresh Visibility”. The tab can be refreshed by clicking the blue “Click to Refresh Data Entry Visibility” button. After, the indicator will say “All Selected Data Elements are Visible”.

*Need to Refresh Visibility.*

Click to Refresh Data Entry Visibility

1. Click to Refresh Tab

*All Selected Data Elements are Visible.*

Click to Refresh Data Entry Visibility

If not using Macros, the employee classification list can be refreshed by going to cell “W1” and clicking the filter icon. After, ensure the “0” box is unchecked, click Ok.

### **Step 1: Enter Internship Information**

Please enter information pertaining to any internships offered at the Agency. If the agency did provide a formal internship, please provide additional details regarding the internship. Agencies can also provide participant demographics for the internship program.

#### **Step 1(a): Enter Internship Information**

To complete step 1(a), enter the internship information indicating if the agency employed interns, the number of interns at the agency, the number of interns that participated in paid internships from agency funds, those that participated in paid internships from outside sources, those who participated in unpaid internships and those that received academic credit for their internships in the yellow boxes (shown in the picture below).

	<u>Agency Internship Information</u>	
	FY21	FY22
Did the Agency employ interns in the reporting fiscal year?		
How many individuals were in internship roles at the agency?		
How many individuals participated in paid internships supported by agency funds?		
How many individuals participated in paid internships supported by outside resources/funds (scholarships, grants, etc.)?		
How many individuals participated in unpaid internships (not compensated monetarily in any way)?		
How many unpaid interns received academic credit?		

**1. Enter the respective information regarding internships.**

#### **(Optional) Step 1(b): Formal Internship Program Details**

To complete step 1(b), click the blue “add internship” button and enter the information for the internship program. Participant demographic can also be added for the internship. Up to 5 different internship programs can be added.

**IN-DEPTH**

**(Optional) Step 1(b): Formal Internship Program Details** Complete

**INSTRUCTIONS:** If the agency provided a formal internship program, please provide details of the internship by clicking the blue “Add Internship” button and entering the information in the yellow boxes. Up to 5 different internship programs can be added.

.....

Add Internship Remove Last Internship

**1. Click to add Internship Program Details**

Enter the required information for the internship program, noted in the yellow boxes below.

<u>Internship 1 Information</u>	Incomplete
Internship Title or Name	
Is the Internship Paid or Unpaid	
Internship Funding Source	
If Other	
Total Internship Participants	
Internship Description (structure, topics covered, work performed, etc.)	
Potential or Observed Impacts Internship	

**1. Enter the internship name**

**2. Select Paid/ Unpaid and Funding Source**

**3. Enter Total Participants**

**4. Enter a description of the internship program and any impacts.**

Demographics of participants can also be entered in the green boxes (shown below) but are optional to include.

**Internship 1 Participant Gender**

	FY21	FY22
Male		
Female		

**Internship 1 Participant Race**

	FY21	FY22
American Indian or Alaskan Native		
Asian		
Black or African American		
Hispanic or Latino		
Native Hawaiian or Other Pac. Islander		
White		
Two or More Races		
Race Unknown or not Entered		

**Additional Demographics of Internship 1 Participants**

	FY21	FY22
Individuals with Disabilities		
Veterans		

**1. Enter number of participants for each gender**

**2. Enter number of participants for each race**

**3. Enter number of participants for the additional demographics**

Add Internship

Remove Last Internship

**Click to Remove Last Internship Program Details Added**

### **(Optional) Step 2: Enter Workforce Development Information**

To complete step 2, enter any workforce development items that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee’s ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

**If any workforce development items were specifically designed to address elements related to critical roles, retirements, or executive development, please enter that information in steps 3 through 5.**

To enter workforce development items, click the blue “Add development item” button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 10 development items can be added.





*Development Item 1*

**Incomplete**

Development Item Name

Internal or External to the Agency

Delivery Method

Total Number of Participants

Purpose, Development Types Included, or Key Learnings from

Potential or Observed Impacts from Development

1. Enter the development item name

2. Select internal/external and delivery method

3. Enter Total Participants

4. Enter Purpose and Impacts

Demographics of participants can also be entered in the green boxes (shown below) but are optional to include. Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Development Item 1 Participant's Position EEO Code

	FY21	FY22
Total Participants in EEO Code "Officials and Administrators" Positions		
Total Participants in EEO Code "Professionals" Positions		
Total Participants in EEO Code "Technicians" Positions		
Total Participants in EEO Code "Protective Service Workers" Positions		
Total Participants in EEO Code "Paraprofessionals" Positions		
Total Participants in EEO Code "Administrative Support" Positions		
Total Participants in EEO Code "Skilled Craft Workers" Positions		
Total Participants in EEO Code "Service/Maintenance" Positions		
Total Participants in EEO Code "Faculty" Positions		
Total Participants in EEO Code "Other" Positions		

1. Enter number of participants for each EEO Code

Development Item 1 Participant Position's Classification

	FY21	FY22
Total Classified Participants		
Total Wage Participants		
Total Agency Head Participants		

2. Enter number of participants for each classification

Development Item 1 Participants Who are in a Critical Role

	FY21	FY22
Participants in a Critical Role		

3. Enter number of participants in critical roles

Development Item 1 Participant Gender

	FY21	FY22
Male Participants		
Female Participants		

4. Enter number of participants for each gender

Development Item 1 Participant Race

	FY21	FY22
American Indian or Alaskan Native Participants		
Asian Participants		
Black or African American Participants		
Hispanic or Latino Participants		
Native Hawaiian or Other Pac. Islander Participants		
White Participants		
Two or More Races		
Race Unknown or not Entered Participants		

5. Enter number of participants for each race

Additional Demographics of Participants in Development Item 1

	FY21	FY22
Participants who are Individuals with Disabilities		
Veteran Participants		

6. Enter number of participants for the additional demographics

Add Development Item

Remove Last Development Item

Click to Remove Last Development Item Added

### **(Optional) Step 2(a): Enter Development Items without Macros**

If the blue buttons were used to add development items, this step can be skipped.

In the event Macros are not being used, agency development items can be entered by first entering the total number in the green box.

### **(Optional) Step 2(a): Enter Workforce Development Information if not using Macros**

If chosen not to use Macros, please indicate the number workforce development items that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.

Total Workforce Development Items

1. Enter the Total Number of Development Items

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
HOME		AGENCY PROFILE		RECRUITMENT		WORKFORCE DEVELOPMENT (CURRENT TAB)		AGENCY STRATEGY												
GETTING STARTED		CONTINUITY OF OPERATIONS		RETENTION & ENGAGEMENT		FUTURE DIRECTION		WF PLANNING SUMMARY												
<div>Add Development Item Remove Last Development Item</div>																				

2. Click the filter Icon to show filter menu

### **(Optional) Step 2(a): Enter Workforce Development Information if not using Macros**

If chosen not to use Macros, please indicate the number workforce development items that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.

Total Workforce Development Items

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	W
HOME		AGENCY PROFILE		RECRUITMENT		WORKFORCE DEVELOPMENT (CURRENT TAB)		AGENCY STRATEGY												
GETTING STARTED		CONTINUITY OF OPERATIONS		RETENTION & ENGAGEMENT		FUTURE DIRECTION		WF PLANNING SUMMARY												
<div>Add Development Item Remove Last Development Item</div>																				
<b>(Optional) Step 2(a): Enter Workforce Development Information if not using Macros</b>																				
If chosen not to use Macros, please indicate the number workforce development items that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.																				
Total Workforce Development Items <input type="text"/>																				
IN-DEPTH																				

3. Verify "0" is unchecked

4. Click Ok

### **(Optional) Step 3: Enter Workforce Development Information Specific to Critical Roles**

To complete step 3, enter any workforce development items specific to critical roles that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee's ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

To enter workforce development items, click the blue "Add development item" button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 5 development items specific to critical roles can be added.

The screenshot shows the 'Add Development Item' form. At the top, there are two buttons: 'Add Development Item' (blue) and 'Remove Last Development Item' (grey). A red arrow points to the 'Add Development Item' button with the instruction '1. Click to add Development Item'. Below the buttons is a table with the following structure:

Development Item 1	Incomplete
Development Item Name	
Internal or External to the Agency	
Delivery Method	
Total Number of Participants	
Purpose, Development Types Included, or Key Learnings from	
Potential or Observed Impacts from Development	

Numbered instructions for the form fields:

1. Enter the development item name
2. Select internal/external and delivery method
3. Enter Total Participants
4. Enter Purpose and Impacts

At the bottom, there are two buttons: 'Add Development Item' (blue) and 'Remove Last Development Item' (blue). A red arrow points to the 'Remove Last Development Item' button with the instruction 'Click to Remove Last Development Item Added'.

### **(Optional) Step 3(a): Enter Development Items specific to critical roles without Macros**

**If the blue buttons were used to add development items specific to critical roles, this step can be skipped.**

In the event Macros are not being used, agency development items specific to critical roles can be entered by first entering the total number in the green box.

#### **(Optional) Step 3(a): Enter Workforce Development Information for Critical Roles if not using Macros**

*If chosen not to use Macros, please indicate the number workforce development items for critical roles and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

Total Workforce Development Items

1. Enter the Total Number of Development Items

2. Click the filter Icon to show filter menu

3. Verify "0" is unchecked

4. Click Ok

### **(Optional) Step 4: Enter Workforce Development Information for Retirements**

To complete step 3, enter any workforce development items for retirements that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee's ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

To enter workforce development items, click the blue "Add development item" button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 5 development items for retirements can be added.

1. Click to add Development Item

#### Development Item 1

Incomplete	
Development Item Name	
Internal or External to the Agency	
Delivery Method	
Total Number of Participants	
Purpose, Development Types Included, or Key Learnings from	
Potential or Observed Impacts from Development	

1. Enter the development item name

2. Select internal/external and delivery method

3. Enter Total Participants

4. Enter Purpose and Impacts

.....

Add Development Item Remove Last Development Item

Click to Remove Last Development Item Added

#### **(Optional) Step 4(a): Enter Development Items for retirements without Macros**

**If the blue buttons were used to add development items for retirements, this step can be skipped.**

In the event Macros are not being used, agency development items for retirements can be entered by first entering the total number in the green box.

#### **(Optional) Step 4(a): Enter Workforce Development Information for Retirements if not using Macros**

*If chosen not to use Macros, please indicate the number workforce development items for retirements and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

Total Workforce Development Items

1. Enter the Total Number of Development Items

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
HOME		AGENCY PROFILE		RECRUITMENT		WORKFORCE DEVELOPMENT <small>(CURRENT TAB)</small>		AGENCY STRATEGY											
GETTING STARTED		CONTINUITY OF OPERATIONS		RETENTION & ENGAGEMENT		FUTURE DIRECTION		WF PLANNING SUMMARY											

retirements. Up to 5 items can be added.

.....

Add Development Item Remove Last Development Item

2. Click the filter icon to show filter menu

**(Optional) Step 4(a): Enter Workforce Development Information for Retirements if not using Macros**

*If chosen not to use Macros, please indicate the number workforce development items for retirements and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

Total Workforce Development Items

**(Optional) Step 4(a): Enter Workforce Development Information for Retirements if not using Macros**

*If chosen not to use Macros, please indicate the number workforce development items for retirements and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

Total Workforce Development Items

### **(Optional) Step 5: Enter Workforce Development Information for Executives**

To complete step 3, enter any workforce development items for executives that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee's ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

To enter workforce development items, click the blue "Add development item" button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 5 development items for executives can be added.

**Add Development Item** **Remove Last Development Item**

**Development Item 1** Incomplete

Development Item Name

Internal or External to the Agency

Delivery Method

Total Number of Participants

Purpose, Development Types Included, or Key Learnings from

Potential or Observed Impacts from Development



Add Development Item

Remove Last Development Item

Click to Remove Last Development Item Added

### **(Optional) Step 5(a): Enter Development Items for executives without Macros**

If the blue buttons were used to add development items for executives, this step can be skipped.

In the event Macros are not being used, agency development items for executives can be entered by first entering the total number in the green box.

### **(Optional) Step 5(a): Enter Workforce Development Information for Executives if not using Macros**

If chosen not to use Macros, please indicate the number workforce development items for executives and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.

Total Workforce Development Items

1. Enter the Total Number of Development Items

HOME	AGENCY PROFILE	RECRUITMENT	WORKFORCE DEVELOPMENT <small>(highest 50%)</small>	AGENCY STRATEGY
GETTING STARTED	CONTINUITY OF OPERATIONS	RETENTION & ENGAGEMENT	FUTURE DIRECTION	WF PLANNING SUMMARY

Add Development Item Remove Last Development Item

### **(Optional) Step 5(a): Enter Workforce Development Information for Executives if not using Macros**

If chosen not to use Macros, please indicate the number workforce development items for executives and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.

Total Workforce Development Items

2. Click the filter Icon to show filter menu

HOME	AGENCY PROFILE	RECRUITMENT	WORKFORCE DEVELOPMENT <small>(highest 50%)</small>	AGENCY STRATEGY
GETTING STARTED	CONTINUITY OF OPERATIONS	RETENTION & ENGAGEMENT	FUTURE DIRECTION	WF PLANNING SUMMARY

Add Development Item Remove Last Development Item

### **(Optional) Step 5(a): Enter Workforce Development Information for Executives if not using Macros**

If chosen not to use Macros, please indicate the number workforce development items for executives and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.

Total Workforce Development Items

3. Verify "0" is unchecked

4. Click Ok

### **Optional) Step 6: Enter Workforce Development Support Information**

To complete step 3, enter any workforce development support items that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee's ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

To enter workforce development items, click the blue "Add development item" button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 5 development support items.

#### **IN-DEPTH**

#### **Step 6: Enter Workforce Development Support Information**

**Complete**

**INSTRUCTIONS:** Please enter any information pertaining to how the agency supports the development of employees, such as providing funding for professional development opportunities, that was used during the reporting fiscal year. Up to 5 support items can be added.

\*\*\*\*\*

Add Development Support Item

Remove Last Support Item

1. Click to add Development Support Item

#### **Development Support Item 1**

**Incomplete**

1. Enter the development support item name

Development Support Item Name

Total Number of Participants / Employees who utilized Support Item

Support Item Description

Potential or Observed  
Impacts from Support  
Development Item

2. Enter Total  
Participants

3. Enter a description  
and impacts

Demographics of participants of the support items can also be entered in the green boxes (shown below) but are optional to include. Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

<u>Development Item 1 Participant's Position EEO Code</u>		
	FY21	FY22
Total Participants in EEO Code "Officials and Administrators" Positions		
Total Participants in EEO Code "Professionals" Positions		
Total Participants in EEO Code "Technicians" Positions		
Total Participants in EEO Code "Protective Service Workers" Positions		
Total Participants in EEO Code "Paraprofessionals" Positions		
Total Participants in EEO Code "Administrative Support" Positions		
Total Participants in EEO Code "Skilled Craft Workers" Positions		
Total Participants in EEO Code "Service/Maintenance" Positions		
Total Participants in EEO Code "Faculty" Positions		
Total Participants in EEO Code "Other" Positions		

1. Enter number of participants for each EEO Code

<u>Development Item 1 Participant Position's Classification</u>		
	FY21	FY22
Total Classified Participants		
Total Wage Participants		
Total Agency Head Participants		

2. Enter number of participants for each classification

<u>Development Item 1 Participants Who are in a Critical Role</u>		
	FY21	FY22
Participants in a Critical Role		

3. Enter number of participants in critical roles

<u>Development Item 1 Participant Gender</u>		
	FY21	FY22
Male Participants		
Female Participants		

4. Enter number of participants for each gender

<u>Development Item 1 Participant Race</u>		
	FY21	FY22
American Indian or Alaskan Native Participants		
Asian Participants		
Black or African American Participants		
Hispanic or Latino Participants		
Native Hawaiian or Other Pac. Islander Participants		
White Participants		
Two or More Races		
Race Unknown or not Entered Participants		

5. Enter number of participants for each race

<u>Additional Demographics of Participants in Development Item 1</u>		
	FY21	FY22
Participants who are Individuals with Disabilities		
Veteran Participants		

6. Enter number of participants for the additional demographics

Add Development Support Item

Remove Last Support Item

Click to Remove Last Development Support Item Added

### (Optional) Step 6(a): Enter Development support items without Macros

If the blue buttons were used to add development support items, this step can be skipped.

In the event Macros are not being used, agency development support items can be entered by first entering the total number in the green box.

### (Optional) Step 6(a): Enter Workforce Development Support Information if not using Macros

If chosen not to use Macros, please indicate the number workforce development support items and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.

Total Workforce Development Support Items

1. Enter the Total Number of Development Support Items

2. Click the filter Icon to show filter menu

(Optional) Step 6(a): Enter Workforce Development Support Information if not using Macros

If chosen not to use Macros, please indicate the number workforce development support items and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.

Total Workforce Development Support Items

3. Verify "0" is unchecked

4. Click Ok

### Optional Use): Workforce Insights Section

The workforce insights section provides a brief review of the information entered above to assist with interpreting workforce development information that can help with completing the remaining steps.

Optional information can also be viewed or hidden within the workforce insights section by clicking the respective blue button (example shown below) to show or hide the respective section.

Show / Hide Development Demographics

### Step 7: Complete a SWOT Analysis

To complete Step 7, enter a brief, high level, description of the items in each respective category (Strengths, Weaknesses, Opportunities, and Threats) for the area of retention and engagement in the yellow box beneath the respective category.

**NOTE:** See the SWOT help feature for additional information on the different categories.



Click for  
Help if  
needed

### Step 5: Complete a SWOT Analysis

Incomplete

**INSTRUCTIONS:** A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is one of many tools organizations can utilize to reflect on their internal and external environments. See below for a description of each area of the SWOT analysis. Enter a brief, high level, description of the items in each respective category for each area of the analysis. Use the check box beneath each category if there is nothing to enter.

#### Step 5(a): Enter Agency Strengths

Incomplete

Strengths are elements **INTERNAL** to the Agency (defined as being within the control of the Agency) that **ENHANCE** an Agency's ability to meet the agency's retention and engagement needs.

1. Enter the description  
for the SWOT analysis  
area in the yellow box.

☐ Check box if there is nothing to enter for this category.

If there is nothing to enter for the respective SWOT Analysis category, the checkbox in the blue bar beneath the yellow can be selected. This will gray out the area for the respective SWOT Analysis area.

#### Step 5(a): Enter Agency Strengths

Complete

Strengths are elements **INTERNAL** to the Agency (defined as being within the control of the Agency) that **ENHANCE** an Agency's ability to meet the agency's retention and engagement needs.

☒ Check box if there is nothing to enter for this category.

Repeat this process for each of the areas of the SWOT Analysis.

## **Step 8: Overall Workforce Development Risk and Agency Preparedness**

To complete step 8, identify the overall risk level and agency preparedness level regarding the workforce development by using the slider to identify the specific level of risk and preparedness. After, enter a brief description of the agency needs to address any gaps between the risk and preparedness level or to maintain the current level of preparedness.

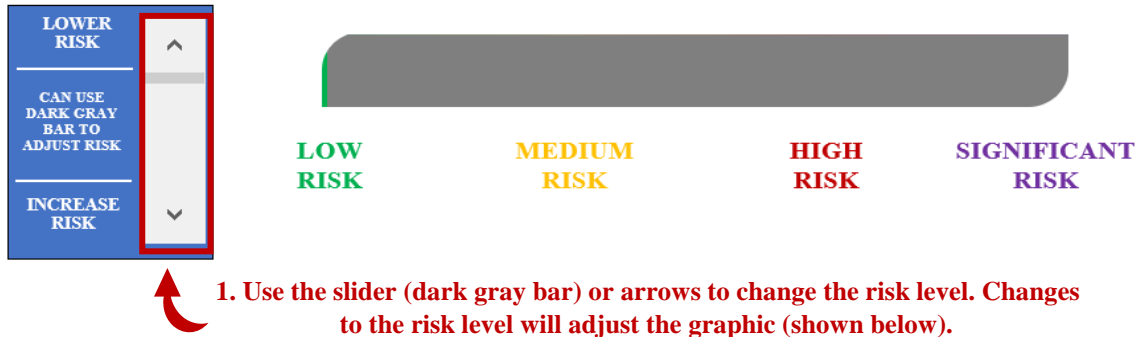
### **Step 8(a): Identify Workforce Development Risk**

To complete Step 8(a), use the slider or arrows in the blue box to identify the level of risk. Move the slider towards the bottom to increase the risk. The slider will change the graphic to the selected risk level.

#### Step 9(a): Identify Workforce Development Risk

Incomplete

**INSTRUCTIONS:** Please identify the level of risk to the agency's workforce development efforts by using the gray slider bar on the left hand side. The arrow at the top lowers the risk and the arrow at the bottom increases the risk level. The darker gray bar can also be used to indicate the risk level, with the lower the bar the higher the risk.



#### Step 9(a): Identify Workforce Development Risk

Complete

**INSTRUCTIONS:** Please identify the level of risk to the agency's workforce development efforts by using the gray slider bar on the left hand side. The arrow at the top lowers the risk and the arrow at the bottom increases the risk level. The darker gray bar can also be used to indicate the risk level, with the lower the bar the higher the risk.



#### Step 8(b): Identify Retention and Engagement Preparedness

To complete Step 6(b), use the same procedure as Step 6(a) to identify the agency preparedness level related to workforce development.

#### Step 8(c): Identify Agency Needs to Address Gap or Maintain Preparedness Level

To complete Step 8(c), enter a brief description of the agency needs to address any gaps between the risk level and preparedness level identified for workforce development, or to maintain the current preparedness level in the yellow box (shown in the picture below).

#### Step 9(c): Agency Needs to Address Gap or Maintain Preparedness Level

Incomplete

**INSTRUCTIONS:** In the event the risk level exceeds the preparedness level, please provide a brief description in the yellow box below of the agency needs in order to address the gap between the workforce development risk level and preparedness. If the preparedness level is higher than the risk level, please provide a brief description of how the agency can maintain the higher preparedness level.

1. Enter the description for the needs to address gaps or maintain preparedness.





### **(Optional) Step 9: Check Spelling**

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the “Spell Check This Tab” purple button, which will launch the Excel spell check function.

#### ***(Optional) Step 7: Check Spelling***

**INSTRUCTIONS:** To check the spelling of items on this tab, please click the blue “Spell Check This Tab” button below. Correcting the spelling on this tab will ensure the report is correct as well.



**1. Click Spell Check This Tab button to launch the Check Spelling function**

## **Future Direction Tab**

The Future Direction tab examines past workforce trends but also includes the future direction of the agency by classifying the strategic objectives or action items in the Agency Profile Template to each of the workforce planning areas. For each strategic objectives, actions already taken and expected impacts are explored. Lastly, agencies identify potential actions needed to bridge the gap between actions taken and expected outcomes.

**NOTE: If the Agency Profile was not imported, skip to Step 1(a) to enter the information manually.**

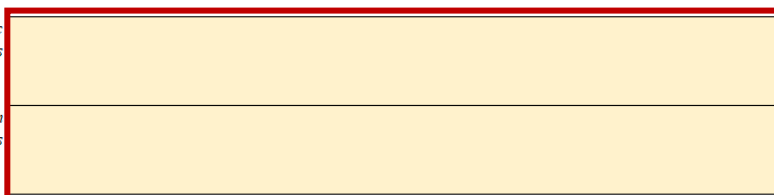
### **Step 1: Identify Impact of Strategic Initiatives to Workforce Planning**

If the Agency Profile was imported, the strategic objectives and action items of the Agency will be visible (up to 15).

To complete Step 1, identify any progress towards the respective strategic objective and action items from the Agency Profile and the expected outcomes. Next, classify the objective or actions items into the any or all workforce planning areas it impacts (continuity of operations, recruitment, retention and engagement, and workforce development)

Summary of Progress toward Strategic  
Objective or Action Items

Potential or Expected outcomes from  
Strategic Objective or Action Items



**1. Enter progress and expected outcomes**

Select the checkbox for any workforce planning  
areas this strategic objective or action items  
impact / are impacted by.

<input type="checkbox"/>	Impacts Continuity of Operations	<input type="checkbox"/>	Impacts Recruitment
<input type="checkbox"/>	Impacts Retention and Engagement	<input type="checkbox"/>	Impacts Workforce Development

**2. Select any or all workforce planning areas impact using the checkbox**

Repeat this process for all strategic objectives in Step 1.

### **(Optional) Step 1(a): Identify Impact of Strategic Initiatives without using Macros**

**If the Agency Profile was imported, this step can be skipped.**

In the event Macros are not being used, strategic objectives can be added by entering the total number of objectives and the total number of action items for each objective (shown below).

#### ***(Optional) Step 1(a): Enter Agency Strategic Initiatives & Information if not using Macros***

*If chosen not to use Macros, please indicate the number strategic objectives and corresponding action items that should be included. Next, indicate which workforce planning area is impacted by each objective. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

**NOTE: If the Agency Profile Template was not imported (data was manually entered on the Agency Profile Tab), Step 1(a), Enter Agency Strategic Initiatives & Information if Not using Macros must be used.**

Total Objectives	
Total Action Items for Objective 1	
Total Action Items for Objective 2	
Total Action Items for Objective 3	
Total Action Items for Objective 4	
Total Action Items for Objective 5	
Total Action Items for Objective 6	
Total Action Items for Objective 7	
Total Action Items for Objective 8	
Total Action Items for Objective 9	
Total Action Items for Objective 10	
Total Action Items for Objective 11	
Total Action Items for Objective 12	
Total Action Items for Objective 13	
Total Action Items for Objective 14	
Total Action Items for Objective 15	

**1. Enter the Total Number of Strategic Objectives**

**2. Enter the number of action items for each objective**

HOME

AGENCY PROFILE

RECRUITMENT

WORKFORCE DEVELOPMENT

AGENCY STRATEGY

GETTING STARTED

CONTINUITY OF OPERATIONS

RETENTION & ENGAGEMENT

FUTURE DIRECTION  
(CURRENT TAB)

WF PLANNING SUMMARY

**(Optional) Step 1(a): Enter Agency Strategic Initiatives & Information if not using Macros**

*If chosen not to use Macros, please indicate the number strategic objectives and corresponding action items that should be included. Next, indicate which workforce planning area is impacted by each objective. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

**NOTE: If the Agency Profile Template was not imported (data was manually entered on the Agency Profile Tab), Step 1(a), Enter Agency Strategic Initiatives & Information if Not using Macros must be used.**

Total Objectives	
Total Action Items for Objective 1	
Total Action Items for Objective 2	
Total Action Items for Objective 3	
Total Action Items for Objective 4	
Total Action Items for Objective 5	
Total Action Items for Objective 6	
Total Action Items for Objective 7	
Total Action Items for Objective 8	
Total Action Items for Objective 9	
Total Action Items for Objective 10	
Total Action Items for Objective 11	
Total Action Items for Objective 12	
Total Action Items for Objective 13	
Total Action Items for Objective 14	
Total Action Items for Objective 15	

**3. Click the filter Icon to show filter menu**

HOME

AGENCY PROFILE

RECRUITMENT

WORKFORCE DEVELOPMENT

AGENCY STRATEGY

GETTING STARTED

CONTINUITY OF OPERATIONS

RETENTION & ENGAGEMENT

FUTURE DIRECTION  
*Strategic Plan*

WF PLANNING SUMMARY

**(Optional) Step 1(a): Enter Agency Strategic Initiatives & Information if not using Macros**

*If chosen not to use Macros, please indicate the number strategic objectives and corresponding action items that should be included. Next, indicate which workforce planning area is impacted by each objective. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

NOTE: If the Agency Profile Template was not imported (data was manually entered on the Agency Profile Tab), Step 1(a), Enter Agency Strategic Initiatives & Information if Not using Macros must be used.

Total Objectives	
Total Action Items for Objective 1	
Total Action Items for Objective 2	
Total Action Items for Objective 3	
Total Action Items for Objective 4	
Total Action Items for Objective 5	
Total Action Items for Objective 6	
Total Action Items for Objective 7	
Total Action Items for Objective 8	
Total Action Items for Objective 9	
Total Action Items for Objective 10	
Total Action Items for Objective 11	
Total Action Items for Objective 12	
Total Action Items for Objective 13	
Total Action Items for Objective 14	
Total Action Items for Objective 15	

Sort Smallest to Largest

Sort Largest to Smallest

Sort by Color

Clear Filter From "1"

Filter by Color

Number Filters

Search

Select All

OK

Cancel

3. Verify "0" is unchecked

4. Click Ok

Scroll up to then enter the strategic objectives and action items to include and follow the procedure described in Step 1 to complete the step.

## Step 2: Identify Top 3 Strategic Objectives per Workforce Planning Area

For each of the workforce planning areas, select the top three strategic objectives from Step 1 that impacts or is impacted by the workforce planning area. This information is showed on the summary to communicate which current strategic objectives are related to the workforce planning area.

To complete Step 2, select the objective for the 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> objective dropdown menus by first clicking on the cell and then using the gray dropdown arrow to the right. Only the objectives identified as part of the specific workforce planning area will be displayed.

?

Step 2: Identify Top 3 Strategic Objectives per Workforce Planning Area

Complete

**INSTRUCTIONS:** Not all current strategic objectives will appear on the workforce planning summary presented to senior leaders. Please identify the top three strategic objectives that impact or are impacted by each workforce planning area to appear of the workforce planning summary.

Step 2(a): Continuity of Operation Top 3 Strategic Objectives

Complete

1st Objective	Select Objective
2nd Objective	Select Objective
3rd Objective	Select Objective

1. Select the objective from the dropdown menu

If there are no objectives for the specific area or level, "None" can be selected.

## Step 3: Identify Needs by Workforce Planning Area to Meet Strategic Objectives

For each of the workforce planning areas, enter a brief description of the agency needs for each workforce planning area in order to meet the strategic objectives or the top three objectives from Step 1 and Step 2 in the yellow box below the workforce planning area (shown below).



### Step 3: Identify Needs by Workforce Planning Area to Meet Strategic Objectives

Complete

**INSTRUCTIONS:** Please identify the agency needs for each workforce planning area to meet the strategic objectives identified to impact or be impacted by the respective area.

#### Continuity of Operation Needs to Meet Strategic Objectives

1. Enter description of needs

Repeat this process for the remaining workforce planning areas. If no objectives are related to the specific workforce planning area, the yellow box can be left blank.

### **(Optional) Step 4: Check Spelling**

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the “Spell Check This Tab” purple button, which will launch the Excel spell check function.

#### **(Optional) Step 7: Check Spelling**

**INSTRUCTIONS:** To check the spelling of items on this tab, please click the blue “Spell Check This Tab” button below. Correcting the spelling on this tab will ensure the report is correct as well.



1. Click Spell Check This Tab button to launch the Check Spelling function

## **Agency Strategy Tab**

The Agency Strategy tab are the objectives and action items the agency intends to take to address their workforce needs, risks, and preparedness levels.

### **Optional Use): Workforce Insights Section**

The workforce insights section provides a brief review of the information entered from the previous tabs to show the risks and preparedness levels and needs for each of the workforce planning areas.

### **Step 1: Create an Overall Workforce Strategy**

To complete Step 1, create an overall workforce strategy by clicking the blue “Add Objective” button and then entering an overall objective statement in the yellow box (shown below). After,

add any specific action items needed to meet the objective by clicking the blue “add action item button”. Up to 5 objectives, with up to 5 action items each, can be added.

### ? Step 1: Create An Overall Workforce Strategy

Complete

**INSTRUCTIONS:** Using all previous information in this template, please create a strategic action plan to address the agency's workforce needs, challenges, and strategic priorities. Each item should include an overall objective statement and then specific action items, broken down by the four workforce planning areas (continuity of operations, recruitment, retention and engagement, and workforce development). Objectives can be added by clicking the "Add Objective" button for a total of 5 overall objectives per strategy.



1. Click to add Objective

#### Objective 1

Incomplete

Please enter the item objective statement and corresponding action items. Action items can be added by clicking the "Add Action Item" button, for a total of 5 action items. Select the workforce planning area the action item corresponds to or select general if it does not relate to any workforce planning area. An objective does not need to have action items for each workforce planning area. Action items should describe what the action is and how it will be measured.

Overall Objective Statement

1. Enter the Objective Statement

Add Action item

Remove Last Action Item

2. Click to add Action Item

Click to remove last Action Item

Repeat this process to add additional objectives and corresponding action items. An objective and all action items can be removed by clicking the “remove last objective” button (shown below).



1. Click to remove last Objective and Action Items

### Optional) Step 1(a): Create Overall Workforce Strategy without using Macros

If the blue buttons were used to add objectives and action items, this step can be skipped.

In the event Macros are not being used, strategic objectives can be added by entering the total number of objectives and the total number of action items for each objective (shown below).

**(Optional) Step 1(a): Enter Agency Strategic Initiatives & Information if not using Macros**

*If chosen not to use Macros, please indicate the number strategic objectives and corresponding action items that should be included. Next, indicate which workforce planning area is impacted by each objective. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

Total Objectives	
Total Action Items for Objective 1	
Total Action Items for Objective 2	
Total Action Items for Objective 3	
Total Action Items for Objective 4	
Total Action Items for Objective 5	

1. Enter the Total Number of Strategic Objectives

2. Enter the number of action items for each objective

HOME	AGENCY PROFILE	RECRUITMENT	WORKFORCE DEVELOPMENT	AGENCY STRATEGY <small>(CURRENT TAB)</small>
GETTING STARTED	CONTINUITY OF OPERATIONS	RETENTION & ENGAGEMENT	FUTURE DIRECTION	WF PLANNING SUMMARY

3. Click the filter Icon to show filter menu

**(Optional) Step 1(a): Enter Agency Strategic Initiatives & Information if not using Macros**

*If chosen not to use Macros, please indicate the number strategic objectives and corresponding action items that should be included. Next, indicate which workforce planning area is impacted by each objective. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

Total Objectives	
Total Action Items for Objective 1	
Total Action Items for Objective 2	
Total Action Items for Objective 3	
Total Action Items for Objective 4	
Total Action Items for Objective 5	

HOME	AGENCY PROFILE	RECRUITMENT	WORKFORCE DEVELOPMENT	AGENCY STRATEGY <small>(CURRENT TAB)</small>
GETTING STARTED	CONTINUITY OF OPERATIONS	RETENTION & ENGAGEMENT	FUTURE DIRECTION	WF PLANNING SUMMARY

**(Optional) Step 1(a): Enter Agency Strategic Initiatives & Information if not using Macros**

*If chosen not to use Macros, please indicate the number strategic objectives and corresponding action items that should be included. Next, indicate which workforce planning area is impacted by each objective. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.*

Total Objectives	
Total Action Items for Objective 1	
Total Action Items for Objective 2	
Total Action Items for Objective 3	
Total Action Items for Objective 4	
Total Action Items for Objective 5	

Sort Smallest to Largest
Sort Largest to Smallest
Sort by Color

Clear Filter From "1"
Filter by Color
Number Filters

Search
Select All

OK Cancel

3. Verify "0" is unchecked

4. Click Ok

**(Optional) Step 2: Check Spelling**

Scroll up to then enter the strategic objectives and action items to include and follow the procedure described in Step 1 to complete the step.



### **(Optional) Step 2: Check Spelling**

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the “Spell Check This Tab” purple button, which will launch the Excel spell check function.

#### ***(Optional) Step 7: Check Spelling***

**INSTRUCTIONS:** To check the spelling of items on this tab, please click the blue “Spell Check This Tab” button below. Correcting the spelling on this tab will ensure the report is correct as well.



## **Workforce Planning Summary Tab**

The Workforce Plan Summary compiles information from the previous tabs into a single report. It begins with an executive summary and then presents key metrics and information regarding the areas of workforce planning (continuity of operations, recruitment, retention and engagement, and workforce development). The report then presents the agency strategy.

Before viewing the report, it will need to be refreshed by clicking the blue “Click to Refresh Summary Report” if the indicator says “Report needs to be Refreshed. Click the Refresh Button to the Right”. After, the indicator will turn green and say “Report is Up to Date”.



### **Step 1: Complete Workforce Plan Summary Report**

To complete Step 1, enter the remaining required information into the respective sections on the report.

### **Step 1(a): Enter Executive Report Summary**

To complete Step 1(a), enter an executive summary in yellow box in the first section of the report. The executive summary can be an overview of the contents of the report, key findings or learnings from the workforce planning process, and key elements of the workforce strategy and how it aligns with the needs or strategic direction of the agency.

#### *Workforce Planning and Development Executive Summary*

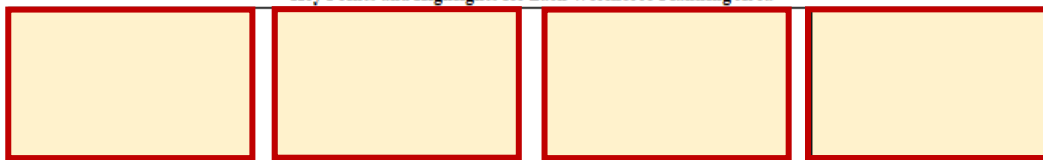


**1. Enter the Executive Summary**

### **Step 1(b): Enter Key Findings or Highlights in Agency at a Glance**

To complete Step 1(b), enter a very brief 1-2 sentence description of any key highlights that a senior leader should be aware of for each respective workforce planning area.

#### **Key Points and Highlights for Each Workforce Planning Area**



**1. Enter a description in each box for the respective workforce planning area**

*Additional Information for each workforce planning area can be found on subsequent pages of this summary report.*

### **Step 1(c): Enter Key Findings for Continuity of Operations**

To complete Step 1(c), in the top right corner of the continuity of operations page, enter a more detailed description of any highlights or key information regarding the continuity of operations as a continuation of what was entered in the Agency at a Glance section.

<b>Continuity of Operations</b>		<i>Continuity of Operations focuses on elements that could significantly impact Agency operations, to include critical roles, retirements, and executive risk.</i>	
	<div><div>LOW</div><div>MEDIUM</div><div>HIGH</div><div>SIGNIFICANT</div></div>		<b>Key Findings and Highlights</b>
RISK TO AGENCY	<div><div></div><div></div><div></div><div></div></div>		
AGENCY PREPAREDNESS	<div><div>NOT PREPARED</div><div>SOMEWHAT PREPARED</div><div>PREPARED</div><div>VERY PREPARED</div></div>		

**1. Enter highlights for continuity of operations**

### **Step 1(d): Enter Executive Team Definition**

To complete Step 1(d), enter a very brief definition of how the agency defined the executive team for the report in the yellow box on the continuity of operations page.

Executive Team Risk
<i>Agency Executive Team Definition</i>

1. Enter executive team definition

### **Step 1(e): Enter Key Findings for Recruitment**

To complete Step 1(e), in the top right corner of the recruitment page, enter a more detailed description of any highlights or key information regarding the recruitment as a continuation of what was entered in the Agency at a Glance section.

Recruitment		<i>Recruitment focuses on elements related to applicant and hiring trends at the Agency, to include applicants to the agency, hires, time to fill, and filled and vacant positions.</i>	
	LOW MEDIUM HIGH SIGNIFICANT	Key Findings and Highlights	
RISK TO AGENCY			
AGENCY PREPAREDNESS			
	NOT PREPARED SOMEWHAT PREPARED PREPARED VERY PREPARED		

1. Enter highlights for recruitment

### **Step 1(f): Enter Key Findings for Retention and Engagement**

To complete Step 1(f), in the top right corner of the retention and engagement page, enter a more detailed description of any highlights or key information regarding the retention and engagement as a continuation of what was entered in the Agency at a Glance section.

Retention & Engagement		<i>Retention and Engagement focuses on understanding how employees move within or out of the agency, how long they serve the agency, and their experience at the agency.</i>	
	LOW MEDIUM HIGH SIGNIFICANT	Key Findings and Highlights	
RISK TO AGENCY			
AGENCY PREPAREDNESS			
	NOT PREPARED SOMEWHAT PREPARED PREPARED VERY PREPARED		

1. Enter highlights for retention and engagement

### **(Optional) Step 1(f-i): Enter Agency Events Additional Details**

To complete Step 1(f-i), enter a brief description of the agency engagement events on the second page of the retention and engagement section.

Agency Engagement Events			
Event Month	Event Name	Event Participation	Key Notes on Events

1. Enter notes for engagement events

### **(Optional) Step 1(f-ii): Enter Employee Recognition Additional Details**

To complete Step 1(f-ii), enter a brief description or additional details of employee recognition on the second page of the retention and engagement section.

Agency Employee Recognition	
<p>Number of Employees Recognized by Award Type</p> <ul style="list-style-type: none"> <li>■ Tangible Award</li> <li>■ Certificate</li> <li>■ Bonus</li> <li>■ Recognition Leave</li> <li>■ Service Award</li> <li>■ Other</li> </ul>	<p>Key Notes on Employee Recognition</p>

1. Enter notes on Employee Recognition

### **Step 1(g): Enter Key Findings for Workforce Development**

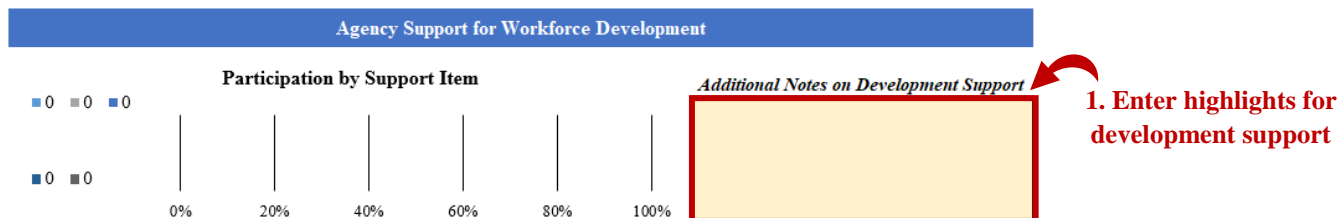
To complete Step 1(g), in the top right corner of the workforce development page, enter a more detailed description of any highlights or key information regarding workforce development as a continuation of what was entered in the Agency at a Glance section.

Workforce Development	
<p>Workforce Development focuses on exploring the impacts of any development initiatives conducted, hosted, or supported by the Agency.</p>	
<p>LOW MEDIUM HIGH SIGNIFICANT</p> <p>RISK TO AGENCY</p> <p>AGENCY PREPAREDNESS</p> <p>NOT PREPARED SOMEWHAT PREPARED PREPARED VERY PREPARED</p>	<p>Key Findings and Highlights</p>

1. Enter highlights for workforce development

### **(Optional) Step 1(g-i): Enter Development Support Additional Details**

To complete Step 1(g-i), enter a brief description or additional details development support for employee professional development on the workforce development page.



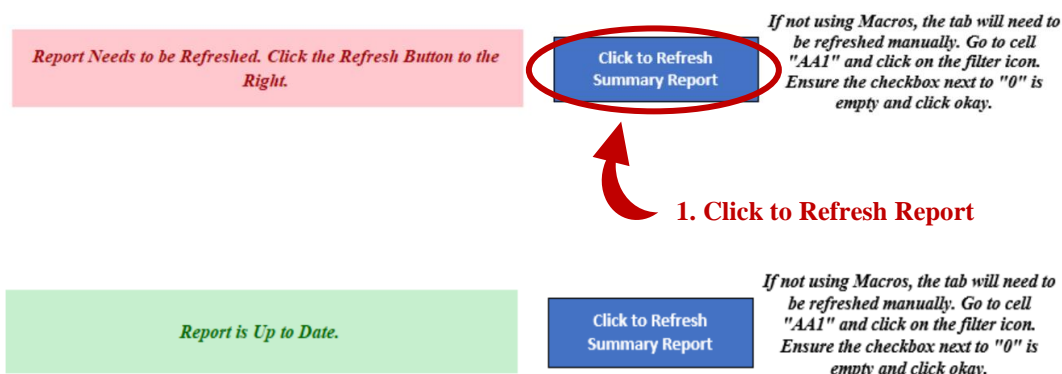
### **(Optional Use): Custom Settings for the Report**

The Workforce Planning Summary allows for some settings to be customized for the agency, to include colors of specific metrics for data callouts, specific optional sections to be omitted to the report, objective titles for the agency strategy, and a page break to ensure the signature does not fall on two pages.

To change any of the settings, select the setting from the dropdown menu for the respective metric or section in the light blue bar on the left side of the report.

### **Step 2: Refresh Report**

After all information has been entered or settings adjusted, the report may need to be refreshed. The report can be refreshed by clicking the blue “Click to Refresh Summary Report” if the indicator says “Report needs to be refreshed. Click the Refresh button to the right”. After, the indicator will turn green and say “Report is Up to Date”.



### **(Optional) Step 3: Check Spelling**

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the “Spell Check This Tab” purple button, which will launch the Excel spell check function.

#### **(Optional) Step 7: Check Spelling**

**INSTRUCTIONS:** To check the spelling of items on this tab, please click the blue "Spell Check This Tab" button below. Correcting the spelling on this tab will ensure the report is correct as well.



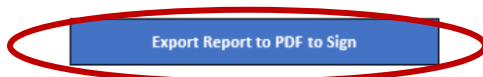
1. Click Spell Check This Tab button to launch the Check Spelling function

#### **Step 4: Export Report to be Signed**

To sign the report, the workforce planning summary can be exported to a PDF using the blue "Export Report to PDF to Sign" button.

#### **Step 4: Export the Report to PDF**

**INSTRUCTIONS:** Click the blue button below to Export the report to a PDF. The PDF can then be used to collect electronic signatures or printed as a hard copy to be signed.



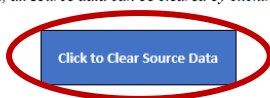
1. Click to Export Report to PDF

#### **(Optional) Step 5: Clear Source Data**

In the event an error occurs during the import process or the user would feel more comfortable to ensure the source data is cleared after verifying the correct information was entered in to the respective cells, all source data can be cleared by clicking the blue "Click to Clear Source Data" below.

#### **(Optional) Step 10: Clear Source Data**

In the event an error occurs during the import process or the user would feel more comfortable to ensure the source data is cleared after verifying the correct information was entered into the respective cells, all source data can be cleared by clicking the blue button below.



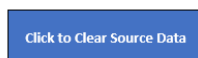
1. Click to Clear Source Data

Source Data	Data Status
Employee Data	Source Data Removed ✓
Critical Roles Data	Source Data Removed ✓
Recruitment Data	Source Data Removed ✓
Transaction Data	Source Data Removed ✓

If the data is cleared from the template, the respective data source below the blue button will indicate "source data removed" and be shaded green. If the source data is within the template, it will be indicated by "Source Data is in Template" and be shaded yellow, shown in the picture below.

#### **(Optional) Step 10: Clear Source Data**

In the event an error occurs during the import process or the user would feel more comfortable to ensure the source data is cleared after verifying the correct information was entered into the respective cells, all source data can be cleared by clicking the blue button below.



Source Data	Data Status
Employee Data	Source Data is in Template ⚠
Critical Roles Data	Source Data Removed ✓
Recruitment Data	Source Data Removed ✓
Transaction Data	Source Data Removed ✓



## 4.0 Next Steps

After the report is signed, the Report PDF and Agency Strategy Excel Template can be emailed to [dhrm.wfp@dhrm.virginia.gov](mailto:dhrm.wfp@dhrm.virginia.gov) no later than September 30<sup>th</sup> of the reporting fiscal year. Please include the Agency Name and the term “Workforce Plan Report” in the subject line.

### **For Questions or Additional Assistance**

For questions or assistance with the template, please contact DHRM Workforce Planning at [dhrm.wfp@dhrm.virginia.gov](mailto:dhrm.wfp@dhrm.virginia.gov).

## 5.0 Appendix

### SecurePass/HuRman Report Information

Agencies not using the Cardinal HCM system are able to generate their workforce report using the SecurePass/HuRman portal. After logging into HuRMan, select Agency Repository from the drop down menu. Select the Workforce Planning Report in the Agency Repository, typically around the July 15<sup>th</sup> timeframe.

### Commonwealth RMS Information

The Commonwealth of Virginia RMS Report custom report can be created using the RMS report guide on the [DHRM Talent Acquisition Website](#).

### Cardinal Report Information

Agencies still have access to historical data using the HuRman e480 report tool. The Cardinal reports are set up differently and may be a little more cumbersome, especially since we are just learning how to use them. However, agencies have direct access to their own data. You may want to review the [Catalog of reports](#) listed under the Resources tab on the Cardinal Webpage to determine which ones best meet your needs. In addition to the Job Data reports, you may want to review:

- Employee Disability and Veterans Status
- Employee Turnover
- Job Group Diversity
- Separations

The Cardinal team has an HCM Reports Job Aid tool and a Learning webinar to assist with running the reports.

For the workforce plans, Agencies can use a combination of reports from Cardinal to utilize the [Blank Import Template](#) on the DHRM workforce planning website to use the data import process within the template.

- The three preset Cardinal Queries are: Personal Data Query, Position Data Information Query, and the Job Data Query.
- Within HuRman, there is also a Workforce Plan report that can be used but does not have all the information.
- The Blank Import Template outlines what data needs to be included and the wording of the data elements for the items to be calculated correctly.
- The agency can combine the information from the reports to paste into the Blank Import Template.
- For the job data report, to ensure the retention and engagement metrics are calculated correctly, the transaction codes should match those in the Agency Profile. A custom categorization map in the Agency Profile will need to be used for the Cardinal Report.